SENATOR CHARLES E. SHANNON, JR. COMMUNITY SAFETY INITIATIVE: YEAR TWO REPORT

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ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

EXECUTIVE SUMMARY

In 2005, Massachusetts passed legislation that dramatically changed the way communities address gang and youth violence. The Senator Charles E. Shannon Jr. Community Safety Initiative (Shannon CSI) offered resources to communities with a demonstrated gang and youth violence problem to implement a multi-disciplinary approach through coordinated prevention, intervention, and suppression programs encompassing law enforcement, community-based organizations, and government organizations. Communities receiving support and resources through the Shannon CSI were required to broaden the scope of their collaboration and share information and data across traditional agency silos to improve their ability to address gang and youth violence.

To meet this standard, the Shannon CSI, administered by the Massachusetts Executive Office of Public Safety and Security (EOPSS), required funded communities to adopt the Comprehensive Gang Model developed by researchers in the early 1990s. The model addresses the fundamental causes of gang problems and involves combining strategies proven to be successful in reducing youth violence and gangs (Spergel and Curry, 1993). These strategies were later adopted by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) as best practices to reduce gang violence (OJJDP, 2008). The five strategies identified are: social intervention, opportunity provision, suppression, community mobilization, and organizational change. The Shannon CSI represents an ambitious statewide application of this model across diverse jurisdictions.

This report will inform stakeholders and policymakers about the efforts and impact of the Senator Charles E. Shannon Jr. Community Safety Initiative (Shannon CSI) grant program through its second year. The analysis will describe how the 39 participating communities have changed or improved upon their efforts to reduce gang involvement and youth violence. Additionally, this report will identify challenges that communities have had implementing this comprehensive, multidisciplinary approach and identify some of the promising activities and recommendations going forward.

REPORT HIGHLIGHTS

Shannon CSI Has Led to a More Complete Understanding of Gang Structure in Massachusetts

A common misperception is that all gangs are the same. Youth gangs differ in their structure and other characteristics as a result of numerous factors. Within Shannon CSI sites, law enforcement agencies described the structure of gangs in their community:

- Most commonly, agencies reported having neighborhood or street-based gangs (89%)

- More than two-thirds of agencies (69%) indicated having "hybrid gangs," loosely organized groups that may consist of individuals of various ethnicities (Starbuck et al., 2001)

- Almost two-thirds (61%) identified national gangs, such as the Crips, Bloods, Latin Kings, or Gangster Disciples (a finding that should be interpreted with caution - research

on national gangs indicates that groups may identify but have no relationship with the national gang other than name)

- A number of police departments reported that the average age of gang members appears to be decreasing

Collaboration Has Generally Increased across Shannon CSI Sites

The OJJDP Comprehensive Gang Model expressly indicates that effective collaboration is a critical component in reducing gang violence. This requires breaking down communication barriers that may exist between agencies working toward the same goals. As these communication barriers come down, agencies learn from one another and share information that allows them to be more effective in reaching at-risk and gang-involved youth. During the first two years of Shannon:

- Law enforcement and service provider agencies reported increased collaboration with new program partners from outside of their traditional silo

- Among service providers, approximately half reported increased collaboration resulting in additional referrals from law enforcement agencies (53%), other service providers (52%), street outreach workers (50%), and members of the community (49%)
  - o Those agencies that participated on a Shannon CSI steering committee were consistently more likely to see increased referrals

Shannon CSI Has Increased Programmatic Activities and Clients Served

Social intervention programming was reported as the most commonly implemented strategy, followed by opportunity provision, suppression programs, community mobilization, and organizational change programs.

Law Enforcement Activity

Law enforcement agencies typically used Shannon CSI resources for suppression-based activities. The most common activities included:

- Increasing police details through overtime, used by 12 of the 16 Shannon CSI sites, communities logged over 25,000 overtime hours, allowing for additional hot-spot patrols, investigation time, security at community events, and joint task force events

- The use of school resource officers

- Conducting collaborative home visits (with probation, faith-based groups, schools, etc.)

- Trainings for law enforcement personnel and the community regarding the signs of youth gang involvement

- Data-driven strategies such as hotspot patrols, identified youth lists, and targeted surveillance through partnerships with other agencies

During the first two years of Shannon CSI, law enforcement agencies used these suppression activities to increase their intelligence about gangs as well as increase their communication with community residents about gang activity:

- 86% of law enforcement agencies reported either initiating or expanding intelligence sharing with neighboring police departments

- 70% indicated increasing community policing in high crime areas

- 69% initiated or expanded their participation in community meetings

Service Provider Activity

From 2006-2008, the Shannon CSI service provider partners steadily increased the number of individuals to whom they provided programming. By 2008, the number of agencies serving more than 250 Shannon CSI individuals grew from 12 to 21 agencies. Following are examples of how service providers increased activity and clients served through Shannon CSI funding:

- Out-of-school programming was provided to approximately 17,050 youth, with organizations offering:
  - Increased hours of operation for programs available to youth
  - An increased number of locations offering services to youth

- Service providers added 81 out-of-school staff, many at local YMCAs and Boys & Girls Clubs

- Seventy-eight street outreach workers in 13 out of the 16 sites made more than 14,500 contacts with high-risk or gang-involved youth to build trust, obtain valuable information that may prevent future criminal activity, and provide referrals to pro-social service programs

- Job placement programs in 11 sites served a total of 956 youth, resulting in 506 (53%) being able to secure part-time or full-time employment

- Youth mentoring programs in 9 sites supported 112 formally trained mentors who worked with 659 youth

- GED classes in 9 sites with 343 youth enrolled in these classes, with 86 (25%) passing the GED exam

Shannon CSI Benefited from Research Support

EOPSS made Byrne Justice Assistance Grant funds available for research and technical support related to the Shannon CSI. Considered a critical component, this support took two forms: (1) Local Action Research Partners (LARPs) to work on the community level, and (2) a Statewide Youth Violence Research Partner (SYVRP) to support learning across sites and assist EOPSS with the development and execution of technical assistance meetings.

Local Action Research Partners

In the second year of the Shannon CSI, 12 of the 16 Shannon CSI sites worked with a research partner. Most sites indicated that LARPs assisted in collecting and improving programmatic data activities, crime mapping, helping to facilitate partner meetings, analyzing the impact of specific program activities, and providing feedback and critical thinking to program partners to improve goals and outcomes. All Shannon CSI sites with a LARP reported having a positive relationship.

Statewide Youth Violence Research Partner

The SYVRP supported the Shannon CSI sites and their LARPs by providing ongoing technical assistance through formal quarterly technical assistance meetings, a website to share information relevant to supporting Shannon CSI programs, ongoing conversations with the Shannon CSI program partners, and a series of technical assistance guides focusing on issues relevant to Shannon CSI sites.

Technical Assistance Meetings

Quarterly technical assistance meetings, organized by the SYVRP and EOPSS, were a critical link to ensure continuous connection and idea sharing across Shannon CSI sites. Technical assistance meetings provided the Shannon CSI sites with the best practices for addressing gang-related violence and crime research ideas, increasing sites' knowledge of how to implement the Comprehensive Gang Model, and sharing lessons learned through Shannon CSI programmatic activity. The meetings were overwhelmingly viewed as helpful by those who attended, and it appears that attending the meetings had tangible positive effects on Shannon CSI efforts. Of police departments that attended a meeting, more than half reported initiating or expanding a number of strategies as a direct result of the meetings. Service providers reported initiating or expanding collaboration across agencies as a top strategy for addressing gang-involved youth as a result of information provide at the technical assistance meetings.

Shannon CSI's Impact on Gang-Related Crime

Crime indicators are important measures to consider when assessing the impact of an initiative focusing on gang prevention, intervention, and suppression. However, community-wide changes in arrests and reported crime do not reflect the potential impact of the Shannon CSI because youth gang-related crime typically represents a small proportion of total crime. An alternative measure of the impact on gang-related crime is the perceptions of law enforcement officials. About half of police departments reported that certain gang-related crimes, crimes committed by identified gang members or as part of ongoing criminal activity to support the gang, decreased or remained at the same level prior to the Shannon CSI.

- About one-third of police officials reported reductions in gang-related aggravated assault or robbery

- Police departments were least likely to report reductions in drug-related gang crime

- Law enforcement perceptions of changes in gang-related crime were associated with community population size. Agencies in larger communities more often reported decreases in gang-related homicide, and those in smaller communities indicated more frequently that other gang-related crime—aggravated assault, robbery, and drug-related offenses—had decreased

CHALLENGES

Challenges Identified by the Shannon CSI Project Partners

Comprehensive gang initiatives are certainly not easy undertakings, and the Shannon CSI program partners identified several challenges they confronted during the initiative's second year. The more serious challenges for law enforcement were:

- Lack of witness and victim cooperation during criminal investigations (58% of agencies)

- Reluctance of community members to provide information (53%)

- Reluctance of at-risk or gang-involved youth to accept assistance (53%)

The more serious challenges of service providers were:

- Lack of support or concern for at-risk youth by schools (53%)

- Reluctance of at-risk youth to accept assistance (50%)

Measuring Changes in Gang-Related Crime

The lack of a shared definition of gang members and gang related crime, both nationally and across the Commonwealth, have hindered the ability of EOPSS and the SYVRP to compare gang crime statistics across communities or to assess anti-gang violence efforts. As cross-community collaborations increase, shared definitions of gangs and gang crime may become more widely accepted, allowing for an improved ability to conduct cross-jurisdictional comparisons.

Maintaining Necessary Levels of Services

Funding is a continual challenge to the ongoing operation of many non-profits. Data from the surveys suggest that in addition to facilitating the creation of numerous programs and services, the Shannon CSI has enabled organizations to maintain their level of service provision, itself a significant accomplishment. Grantees have noted that without the Shannon CSI, smaller organizations may not be able to survive. With the increasing financial problems facing communities across the Commonwealth, there will be a continued need to assist the Shannon CSI sites in maintaining the collaborative anti-gang violence focus developed in the first two years of Shannon CSI.

PROMISING ACTIVITIES AND RECOMMENDATIONS

When implemented in communities of varying size and demographics, collaborative activities and comprehensive approaches to address gang violence take time to develop and execute, and it can take even longer to determine whether they are effective. After the first two years, the following have been identified as promising activities related to Shannon CSI.

Increased Collaboration across Shannon CSI Sites

The use of the Comprehensive Gang Model was intended to instill in Shannon CSI communities the need to work together. Both law enforcement and service provider partners indicated increases in collaboration with various partners to address gang and youth violence. Program partners who stated they were part of steering committees indicated they benefited from increased referrals from various partners.

Recommendation: Continue to reinforce the use of and provide technical assistance around the Comprehensive Gang Model and encourage the communities to have a wide variety of groups participate in steering committees.

Increased Programmatic Activities Related to Gang and Youth Violence

        Both law enforcement and service providers indicated that they increased activity and clients served. Shannon CSI grants have enabled these organizations to develop new approaches and continue support for existing programs to prevent, intervene, or suppress gang and youth violence.

Recommendation: Continue increased levels of service for prevention activity, while refining their intervention programs to ensure they address the needs of high-risk and gang-involved youth.

Continued Use of Research and Technical Assistance

        Shannon CSI sites indicated benefiting from regular input from the SYVRP and their LARP (where applicable) helping them continue implementation of their programs. Overwhelmingly, sites also reported that the quarterly technical assistance meetings were helpful to them. Both law enforcement and service providers indicated initiating or expanding services as a result of technical assistance meetings.

Recommendation: Continue support for research and encourage research partners to assist grantees evaluate which aspects of their programs are truly successful and effective. Continue to share research findings across sites to expand learning.

I. INTRODUCTION

This report from Northeastern University's Institute on Race and Justice and the Executive Office of Public Safety and Security's Office of Grants and Research is designed to inform stakeholders and policymakers on how the Senator Charles E. Shannon, Jr. Community Safety Initiative (Shannon CSI) grant program has had an impact on gang and youth violence, community partnerships and collaboration, and programmatic activity of Shannon CSI partners. The information contained in this report was collected from Shannon CSI communities and their partners through surveys and interviews, standardized crime data collected from participating police departments, as well as information collected from the quarterly report narratives.

HISTORY

The Senator Charles E. Shannon, Jr. Community Safety Initiative, established by the Massachusetts Legislature in 2005, is a competitive state grant program administered by the Executive Office of Public Safety and Security (EOPSS) to "support regional and multi-disciplinary approaches to combat gang violence through coordinated programs for prevention and intervention."[1] The enabling legislation requires communities applying for funding to demonstrate high levels of youth violence and gang problems, a comprehensive plan to work with multi-disciplinary partners, and a commitment to coordinated prevention and intervention strategies.

The Shannon CSI requires funded communities to adopt the Comprehensive Gang Model developed by researchers in the early 1990s. The model addresses the fundamental causes of gang-related problems and involves combining strategies proven to be successful in reducing youth violence and gangs (Spergel and Curry, 1993). These strategies were later adopted by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) as best practices to reduce gang violence (OJJDP, 2008). The five strategies identified are:

- **Community Mobilization**: "Involvement of local citizens, including former gang-involved youth, community groups, agencies, and coordination of programs and staff functions within and across agencies" (OJJDP, 2008: 2). Programs include cross-community and cross-agency collaboration to produce better coordination of services and community education meetings and dialogues.

- **Opportunities Provision**: "Development of a variety of specific education, training, and employment programs targeting gang-involved youth." Programs include education and job-related services, organized pro-social team events, and out-of-school activities.

- **Social Intervention**: "Involving youth-serving agencies, schools, grassroots groups, faith-based organizations, police, and other juvenile/criminal justice organizations in 'reaching out' to gang-involved youth and their families, and linking them with the conventional world and needed services." Programs include crisis intervention,

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[1] Massachusetts General Laws, Chapter 167 of the Acts of 2005 item 8100-0011, and Chapter 42 of the Acts of 2007, item 8100-0111. See Appendix B for the full text of the Act.

substance abuse treatment, trauma counseling for youth and their families, street outreach, and social service referrals.

- **Suppression**: "Formal and informal social control procedures, including close supervision and monitoring of gang-involved youth by agencies of the juvenile/criminal justice system and also by community-based agencies, schools, and grassroots groups." Programs include law enforcement and criminal justice interventions such as arrest, prosecution, imprisonment, and surveillance.

- **Organizational Change and Development**: "Development and implementation of policies and procedures that result in the most effective use of available and potential resources, within and across agencies, to better address the gang problem." Programs include development of task forces to address gang problems and using data and information to narrow the scope of the problem.

Programs using these five strategies differ from many prior gang violence reduction programs based mainly on increasing resources for suppression. The Comprehensive Gang Model requires communities to dramatically change the way they address gang and youth violence. Instead of focusing their resources in suppression-based programs, communities must broaden their scope of collaboration and share information across traditional agency silos that contact high-risk and gang-involved youth. By fostering a more comprehensive approach, this model allows communities to address their unique gang/youth violence problem in a number of different ways through various programs within each strategy area.

SUPPORT FOR RESEARCH RELATED TO THE SHANNON CSI

To further support the Shannon CSI, EOPSS decided to use Byrne Justice Assistance Grant (JAG)[2] funds to provide research support to interested communities through Local Action Research Partners (LARP). Funding for these partnerships was intended to provide strategic, analytic, and research support to Shannon CSI sites. LARPs support the sites by assisting with data collection and analysis; evaluating suppression, prevention, and intervention programs; and providing information about alternative gang violence prevention actions initiated elsewhere and strategic planning for their partner communities.

Additionally, EOPSS funded Northeastern University's Institute on Race and Justice (Northeastern) as the Statewide Youth Violence Research Partner (SYVRP). The goal of the SYVRP is to share lessons learned from individual Shannon CSI grantees and LARPs, to assess and document the results achieved by both the Shannon CSI sites and their LARPs, and to provide assistance to all Shannon CSI partners. As the SYVRP, Northeastern has provided individual technical assistance to several LARPs and Shannon CSI sites and has held seven technical assistance meetings. These technical assistance meetings provided Shannon CSI

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[2] "The Edward Byrne Memorial Justice Assistance Grant (JAG) Program (42 U.S.C. 3751(a)) is the primary provider of federal criminal justice funding to state and local jurisdictions. JAG funds support all components of the criminal justice system, from multijurisdictional drug and gang task forces to crime prevention and domestic violence programs, courts, corrections, treatment, and justice information sharing initiatives" (FY 2008 State Solicitation). http://www.ojp.usdoj.gov/BJA/grant/08JAGStateSol.pdf

partners with a forum to share information and lessons learned across the communities on topics that are relevant to supporting the efforts of the Shannon CSI. Northeastern has additionally published three policy briefs to assist Shannon CSI sites:

- "Comprehensive Approaches to Reduce Youth Violence and Gangs in Local Communities" (October 2007);

- "Street Outreach Workers: Best Practices and Lessons Learned" (July 2008); and

- "School/Law Enforcement Partnerships to Address Gang and Youth Violence" (December 2008).

II. METHODOLOGY FOR YEAR TWO REPORT

The goal of this analysis was to describe Shannon CSI activities during the second year and assess the initiative's impact on Shannon CSI sites. The analyses addressed several areas of the Shannon CSI, including sites' ability to address gang and youth violence and the extent to which sites improved the quality of community partnerships, collaboration among Shannon partners, and programmatic activities. To describe Shannon CSI activities and assess the intitiative's impact, Northeastern and EOPSS analyzed survey data collected from Shannon CSI sites and crime data submitted by participating police departments, conducted interviews with several sites, and reviewed information submitted by each site on its quarterly programmatic activity report. This section provides definitions for important terms used in the report and describes the data sources used in the analysis.

DEFINITIONS

The following are definitions of frequently used terms in this report:

- **Site** refers to a full collaborative receiving funding under the Shannon CSI. This includes all project partners and, in the case of multi-jurisdictional collaboratives, each community within the collaborative. There were 16 sites during year two.

- **Community** refers to an individual municipality involved in the Shannon CSI. Several municipalities comprised some sites while other sites were composed of a single municipality. There were 39 individual communities across the 16 sites participating in Shannon CSI activities during year two.

- **Project partner** refers to any organization involved in a Shannon CSI collaborative. The two broad categories of partners discussed in this report are law enforcement agencies and service provider agencies. Project partners can be funded or unfunded.

- **Law enforcement agency** refers to the municipal police department within a community.

- **Service provider** refers to a range of non-law enforcement organizations. These can include non-profit social service providers, arts-based or recreation-based organizations, or government social service providers.

DATA SOURCES

Northeastern and EOPSS used four sources of data to conduct the analysis: surveys of law enforcement and service provider agencies, interviews with personnel from select sites, official crime data (incident and arrest), and quarterly programmatic reports submitted to EOPSS. Each source is described below.

Surveys

Northeastern and EOPSS researchers designed two surveys to measure the perceived gang/youth violence problem in Shannon CSI sites and assess the impact of the Shannon CSI on participating sites during the first two years of funding. One survey was designed for law enforcement agencies and the other for service provider agencies participating in Shannon CSI

sites. Both surveys were emailed by EOPSS at the conclusion of the year two grant period to the project managers[3] at each of the 16 sites with instructions to forward the surveys to each law enforcement agency and service provider agency within that collaborative.

Survey instructions indicated that the person completing the survey should be the most qualified person at that agency to answer questions about the gang/youth violence problem, and that survey responses would be kept confidential. Completed surveys were either mailed or faxed to researchers at Northeastern where answers were entered into an SPSS database for analysis. A copy of each survey and the response frequencies can be found in Appendix D.

Law Enforcement Survey
The survey created for law enforcement had four main sections: Prevalence and Characteristics of Gang Activity in your Community; Community Partners/Collaboration; Overall Preparedness for Gang Member Identification and Response to Gang-Related Activity; Risk Factors for Gang Involvement, Preventing Youth/Gang Crime, and Trends in Crime Patterns/Gang Membership. Each section focused on comparisons of historical versus current gang activity, agency programmatic activity, collaboration among program partners, and perceived outcomes of the Shannon CSI programs. Northeastern received responses from 36 of the 39 law enforcement agencies supported by the Shannon CSI (92% response rate). All 16 Shannon Grantee sites were represented by at least one agency.[4]

Service Provider Survey
The survey for service providers had three main sections: OJJDP Strategies/Agency Type/Risk Factors for Gang Involvement; Overall Preparation for Addressing Gang-Involved Youth; and Community Partners/Collaboration and Challenges with Identifying and Responding to Gang-Involved Youth. Northeastern received responses from 98 out of the 117 agencies that were targeted within the Shannon CSI sites (84% response rate). Again, all 16 Shannon grantee sites were represented by at least one agency.[5]

Interviews
Researchers from Northeastern and EOPSS also conducted interviews to supplement the data collected from both the law enforcement and service provider surveys. A Northeastern researcher led six interviews with six different Shannon CSI sites with participation of researchers from the Office of Grants and Research at EOPSS. All of the interviews were conducted via a telephone conference call line that was password protected. Interview participants for each call included the program manager, a representative from a law enforcement agency, and a service provider agency representative.

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[3] Each Shannon CSI grantee site has a program manager who serves as the primary contact and provides ongoing operational administration.
[4] Five other law enforcement agencies not specifically targeted by the survey also responded. These agencies were excluded from the analysis since they were not police departments and therefore many of the survey questions did not apply to them.
[5] Questionnaires from 14 law enforcement agencies that completed the service provider survey were removed as the questions did not apply to them.

The interview sites were selected based on several factors, including the size of the collaborative, regional diversity, and whether the site was composed of a single municipality or was multi-jurisdictional. Interview questions pertained to the impact of the Shannon CSI on youth interactions, behaviors, and attitudes within the community; challenges that agencies faced in trying to decrease gang and youth violence; changes in the nature of collaboration to address gang and youth violence since the inception of the Shannon CSI; ways agencies have used information provided through EOPSS; Northeastern's role as the SYVRP; the OJJDP Comprehensive Gang Model; and suggestions moving forward to improve the Shannon CSI model for year three. A copy of the interview protocol/questions can be found in Appendix E.

Crime Data

Another component of this report involves the analysis of crime data submitted by Shannon CSI law enforcement agencies in order to ascertain any quantifiable changes in the frequency of gang-related incidents and arrests within the Shannon CSI communities. In Massachusetts (and in most other states) there is no statewide definition of what constitutes a "gang crime," so researchers from Northeastern and EOPSS determined proxy variables that could be collected from the law enforcement agencies on incidents and arrests relevant to the analysis of the impact of the Shannon CSI. These included monthly breakdowns of the number of incidents[6] committed by all offenders for three different types of crime (aggravated assault, armed robbery, and robbery) and of the number of arrests for five different crime types (aggravated assault, armed robbery, robbery, total serious violent crime, and drug-related crime) across three subsets of the offending population (younger than 17 years of age, 17 to 24 years of age, and older than 24 years of age).[7] Northeastern then created a data collection instrument that was disseminated to all Shannon CSI program managers. Data were collected for the period from January 2004 through December 2007 and EOPSS received data from 38 of the 39 target agencies (97% response rate). A copy of the crime data collection instrument is in Appendix F.

Quarterly Programmatic Reports

Each Shannon CSI site is required to document their quarterly programmatic activities to EOPSS. These reports include information on problem definitions, partnerships, and program successes and challenges. Additionally, activities are broken out by OJJDP strategy area in a series of activity matrices. For each activity, sites documented the names of the programs associated with the activity and the agency administering the program. Sites reported on the activity measures for the quarter and the year-to-date. Finally, sites had the option of including other measures and outputs that better reflect the progress of their activities. Northeastern and EOPSS researchers coded information from the activity matrices into a database and documented the numbers recorded for each program listed under an activity for the grant period.

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[6] Agencies were also asked to report the number of homicides occurring within their communities, however, because many agencies reported homicides as rare or nonexistent in their communities, homicides were not included in an aggregate "total serious crime" category along with robberies, aggravated assaults, and drug-related crime.
[7] These offense categories represent serious crime researchers and practitioners have found to be associated with gangs. Gang members have been found to account for a majority of felony assaults and robberies committed by adolescents (see Fagan, 1990; Thornberry, 2006). The 2006 National Youth Gang Survey conducted by the National Youth Gang Center found that, of agencies with gang problems in their communities, over 40% reported increased gang-related robbery and more than 50% reported increased gang-related aggravated assault and drug sales (Egley and O'Donnell, 2008).

III. GANG CHARACTERISTICS DURING YEAR TWO

The purpose of Section III is to provide a general description of the gang characteristics in the Shannon CSI sites. Descriptions of the underlying gang problems faced by communities will provide a context in which to place the findings from Section IV on the impact of the Shannon CSI.

PROBLEM DEFINITION

> *We have developed a logic model to ensure police and service providers have a shared understanding of the problem and a connection between the problem and the proposed strategies.*
>
> - As reported by a Shannon CSI grantee (2008)

The types of gangs present in a community, the reasons for their development, and the problems they cause can differ substantially across communities. As such, an important first step for groups applying for Shannon CSI funds was to achieve a clear understanding of the unique gang and youth violence problem in their communities. To facilitate this process, EOPSS required that each Shannon CSI grant application provide a problem definition that identified the types of gang problems that the proposed collaborative faced. As expected, gang violence problems varied widely across the Shannon CSI communities. Some communities had long-established gangs and gang violence problems, while others had identified gang issues becoming more prevalent in schools and within certain sections of their community.

Identifying Gangs, Gang Members, and Gang Crime

One of the challenging aspects of understanding the community gang problem is creating shared gang related definitions. A community's definition of a gang, gang member, and gang crime will play a critical role in determining how many individuals are appropriate for intervention or suppression efforts, and how community resources are used to address gang problems. As there is no statewide standard gang definition, law enforcement agencies have adopted varying definitions of what it means to be a gang. To date, while only half of the 36 responding law enforcement agencies reported having a written definition of a gang, the definitions often mirrored the suggested components offered by the National Youth Gang Center (see Illustration 3.1) by including the same criteria: three or more persons; a common name, identifying sign, or symbol; and members who individually or collectively engage in criminal activity.

It is clear from the law enforcement survey responses that agencies typically use more
than one characteristic in defining gang members and gang crime (see Figure 3.1). While only
11% of agencies have a specific definition of what constitutes a gang member written into
policy, agencies frequently reported using a combination of characteristics to identify someone
as being a member of a gang. In fact, 61% of the agencies indicated using four characteristics to
identify someone as a gang member.

**Figure 3.1: Characteristics Used by Law Enforcement Agencies to Define "Gang
Members"[8] (N=36)**
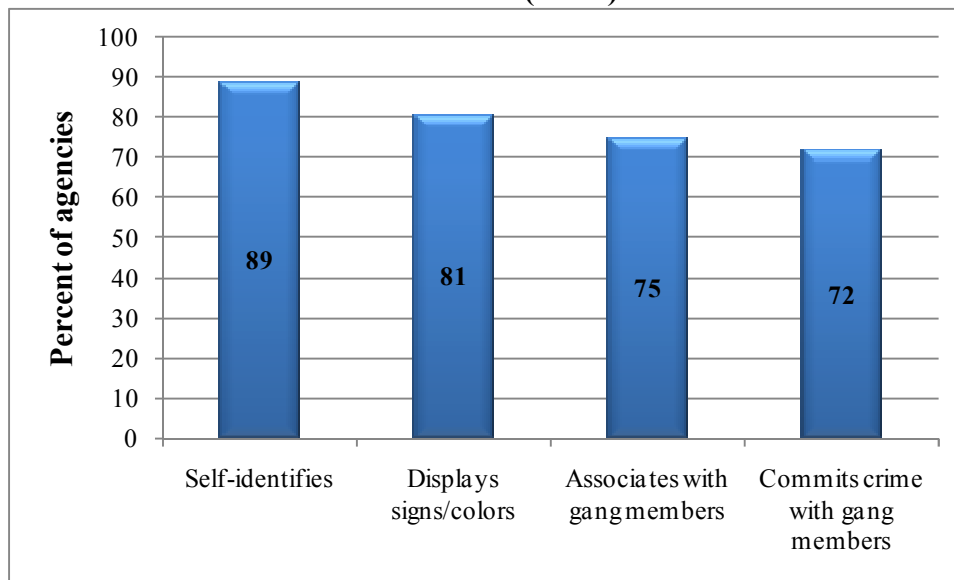
Police departments were asked about their perceptions of the approximate racial and
ethnic makeup of gang members in their jurisdiction. Race can be a controversial issue in
discussions of gangs due to stereotypes of what a gang member "looks like." However, law

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[8] Respondents were able to select more than one characteristic to define a "gang member."

enforcement agencies reported that gang members' race varied across the Shannon CSI communities. Relatively few agencies indicated that one racial or ethnic group made up more than half of the gang members in their community and no agency reported 100% of gang members being of one race or ethnicity.

Almost all police departments reported the average age of gang members in their jurisdiction to be either between 14 and 18 (61%) or 19 to 24 (28%). When agency responses are grouped by the size of their community population—under 50,000, between 50,000 and 74,999, and 75,000 and over—agencies in larger communities were more likely to report that gang members were older. Fifty percent of agencies in larger communities reported average age in the older (19 to 24) range, while 29% of agencies in smaller communities and 11% of agencies in medium-sized communities reported members' average age being in the older range.

Agencies showed greater variability in the characteristics they reported using when defining gang crime. A "gang crime" may be defined as an offense committed specifically to advance some objective of the gang or, more broadly, any crime committed by a gang member regardless of its relevance to the gang itself. As displayed in Figure 3.2, the vast majority of agencies (86%) indicated that they used the fact that the crime resulted from gang activity, followed by crime committed by gang members (67%), crime identified by a gang officer or unit (44%), or crime where the victim is a gang member (42%). A third of agencies use all four characteristics to determine whether an offense should be considered a gang incident. Grouping the responses by jurisdiction population revealed general uniformity in how gang crime is defined, but agencies in smaller and medium-sized jurisdictions were somewhat more likely than those in larger communities to identify offenses that result from gang activity as gang crime. Agencies in smaller communities were more likely to identify gang crime as offenses committed by gang members.

Figure 3.2: Characteristics Used by Law Enforcement Agencies to Define "Gang Crime"[9]
(N=36)

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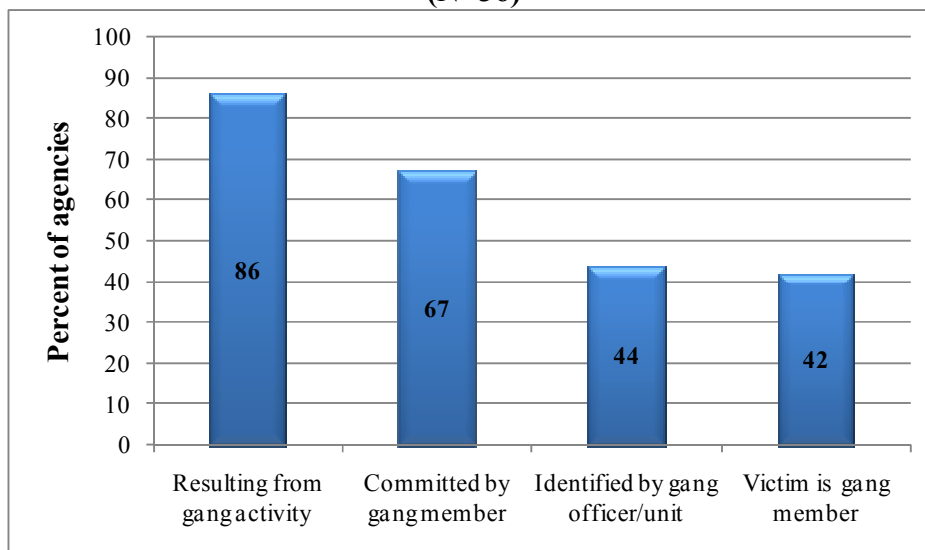
[9] Respondents were able to select more than one characteristic to define a "gang crime."

Gang Structure

A common misperception is that all gangs are the same. Youth gangs will differ in their structure and other characteristics as a result of numerous factors. Even within the context of a single New England state, there is high variability in the type of gangs identified by law enforcement agencies. As Figure 3.3 shows, agencies most commonly reported having neighborhood or street-based gangs (89%), which refer broadly to local gangs in which membership is based primarily on a specific geographic territory (e.g., housing complex, street or block, school, or neighborhood). More than two-thirds of agencies (69%) indicated having "hybrid gangs," which can be characterized as loosely organized groups consisting of individuals of various ethnicities (Starbuck et al., 2001). Almost two-thirds (61%) identified national gangs, such as the Crips, Bloods, Latin Kings, or Gangster Disciples, within their jurisdiction.

Figure 3.3: Perceived Gang Structures in Shannon CSI Communities (N=36)
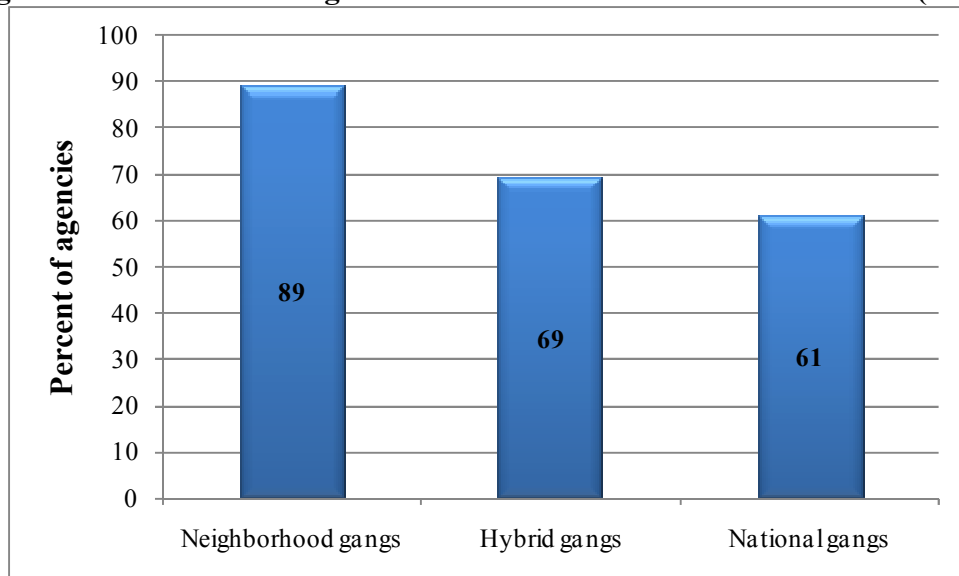
Two points are important to mention. First, gang structures in a community reflect the perceptions of law enforcement. Because so few agencies have clearly defined gang, gang crime, or gang member, there is some question as to whether structures were accurately identified. Distinguishing a gang-involved youth as a member of a neighborhood gang or a hybrid gang, for instance, can be quite challenging. Moreover, data on national gangs indicate that groups may identify themselves as Crips or Bloods, for example, but have no relationship with the national gang other than adopting their name. A number of gangs in Massachusetts communities that self-identify as part of a national gang are likely local gangs assuming a label rather than an actual affiliation with a national gang. This may be particularly true in smaller communities. When responses are broken down by the size of the jurisdiction, there are few differences concerning gang structure.

Summary of Problem Definition and Gang Structure
- Although law enforcement agencies have a great deal of information about the gangs in their jurisdiction, only half of the Shannon CSI communities have a formal gang definition.

- Gang members in most communities represented a mix of racial and ethnic groups.

- Gang members in small and medium-sized jurisdictions were most often males between 14 and 18 years of age while in larger jurisdictions were between 19 and 24 years of age.

- Shannon CSI law enforcement agencies used multiple indicators to define who might be a gang member and what crimes should be categorized as gang crime.

- Most police departments reported having street or neighborhood gangs, followed by "hybrid" and national gangs.

FACTORS CONTRIBUTING TO GANG INVOLVEMENT

By understanding the factors that influence youth to join a gang, project partners are in a better position to identify young people who are at risk of becoming gang involved and to provide them with positive alternatives to gang membership. For example, some Shannon CSI grantees report that gangs provide young people with strong ties that they may lack within their family life or the community. Another agency indicated that *this is not just a kids issue; it is multi-generational and we need to also focus on the family and the community*. To identify the factors that may contribute to youth gang involvement, the survey asked both law enforcement and service provider agencies about general risk factors that may push a youth towards future gang involvement.

Personal Factors that Influence Gang Involvement

Law enforcement agencies were asked to indicate the factors they perceived to be "likely" or "very likely" to contribute to youth gang involvement (see Figure 3.4). The most frequently reported factors include increased status or respect (86%), a feeling of social belonging (83%), protection (78%), and the opportunity to make money (69%). On the other hand, one-third (34%) thought that coercion was likely or very likely to increase gang involvement. This would include instances where young people were forced to join a local gang under the threat of violence. As Figure 3.4 shows, if just the more extreme perceptions of very likely are considered, social belonging (58%) and protection (47%) become the most important factors. It is important, however, to remember that these responses reflect the perceptions of law enforcement rather than self-reported data from youth themselves.

It appears that the predominant law enforcement view is that youth join gangs to obtain some tangible benefit (e.g., status/respect, protection) rather than as a result of external coercion or threats. Although research on risk factors for gang involvement supports the influence of these benefits, it is important to recognize that there are other individual/group factors such as family, school, and community factors often are of equal if not greater importance (Esbensen, 2000).

> *Gangs provide young kids with the ties they are looking for.*
>
> - As reported by a Shannon CSI grantee (2008)

Figure 3.4: Factors Indicated by Law Enforcement Agencies as Being Very Likely or Likely to Contribute to Gang Involvement in their Community (N=36)
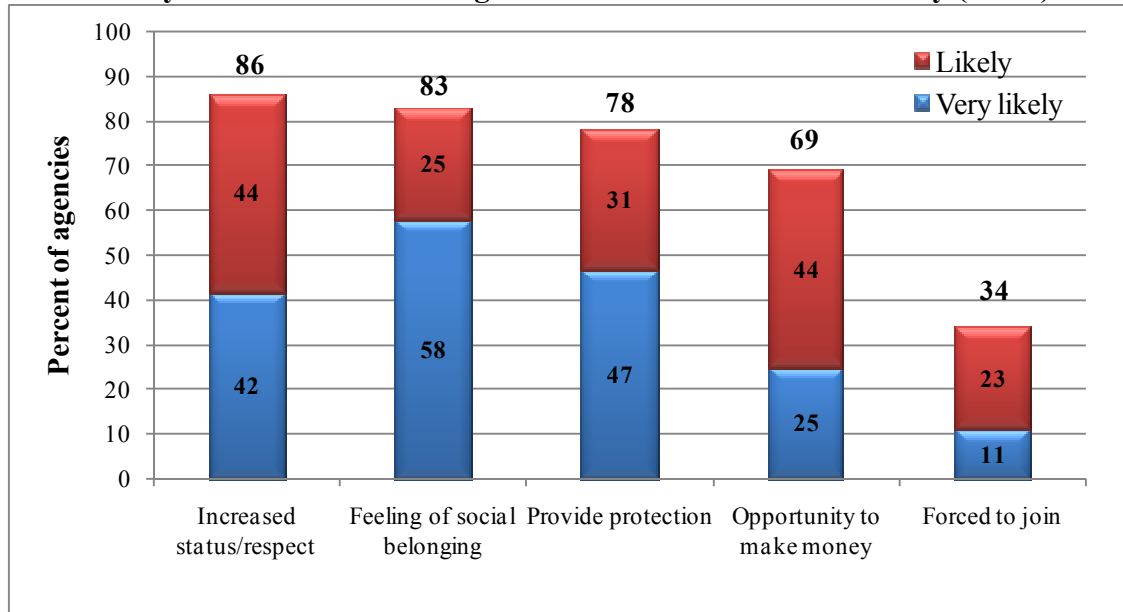
Community Factors that Influence Gang Involvement

Gang research indicates that no single risk factor predicts future gang involvement accurately, but rather having a combination of risk factors will increase the likelihood of future gang involvement (Wasserman et al., 2003). To understand which risk factors are likely to influence gang involvement in Shannon CSI communities, the surveys asked both law enforcement and service provider agencies to indicate the top three risk factors they perceived to contribute to the gang and youth violence problem in their community. The three risk factors most frequently indicated by law enforcement agencies were association with peers who engage in delinquency (39%), family/friend gang involvement (36%), and prior and/or early involvement in delinquency (36%). Service providers were asked the same question and listed lack of positive adult influences (47%), poverty (45%), and neighborhoods in which drugs and firearms are readily available as well as family/friend gang involvement (28% each) as the top risk factors.

As Table 3.1 shows, law enforcement agencies and service providers differed in the degree to which they perceived various risk factors influence their community's gang problem. This suggests a different conceptualization of the gang problem. While law enforcement tended to view young people's associations as the biggest risks contributing to gang involvement and violence, service providers were more inclined to cite structural or community level issues. Both groups, however, indicated the importance of family and positive adult role models in the equation.

During interviews, there were a number of interesting thoughts on this matter. One site indicated *youth are looking for some type of structure* and that they can either get that structure from a pro-social environment or from gangs. School disengagement was also described frequently as a problem. If students were not interested in school or had been removed from

12

school, program partners suggested this increased the likelihood of negative peer influences. Another interviewee indicated that an unstable home environment was a common precursor to gang-involvement. They found that it common that gang-involved youth brought up in a home where youth frequently see violent behavior often think violence is acceptable. Grantees also reported a lack of positive male role models of color and limited job opportunities as problems, particularly for youth in the Criminal Offender Record Information (CORI) system.[10]

Table 3.1: Top Three Community Risk Factors Perceived to be Contributing to the Gang/Youth Violence Problem in the Respondent's Community

Risk Factor	Percent of Law Enforcement (N=36)	Percent of Service Providers (N=98)	Percent Difference
Poverty	17%	45%	28%
Gang influence from other communities	28	4	24
Association with aggressive peers	25	5	20
Association with peers who engage in delinquency	39	19	20
Prior/early involvement in delinquency	36	17	19
Lack of job opportunities	6	25	19
Lack of positive adult influences	31	47	16
Neighborhoods where drugs and firearms are readily available	19	28	9
Family/friend gang involvement	36	28	8
Need to feel loved, sense of belonging	19	26	7
Family problems	25	19	6
School problems	11	17	6
Negative labeling by teachers	3	1	2
Lack of activities	14	15	1
Boredom	6	6	0

Summary of Factors Contributing to Gang Involvement
- Most law enforcement officials believed that most youth join gangs to gain respect and to achieve a feeling of social belonging.

- Law enforcement tended to identify peer associations while service providers more often identified structural issues within the community as the most significant factors contributing to gang involvement.

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[10] The CORI system tracks information on anyone arraigned on a criminal charge. Records may range from being accused of shoplifting to having been incarcerated for serious violence. As a recent Boston Foundation report (Kaplan and Engel, 2007: 5) states, "Those found not guilty, or for whom charges were dismissed, also have CORI reports. As more and more employers gain access to these records, the simple existence of a criminal record—regardless of its content—creates a stigma individuals must overcome as they seek employment."

IV. IMPACT

The enabling legislation for the Shannon CSI requires sites to use multi-disciplinary and multi-jurisdictional approaches to reduce gang involvement and youth violence. At the inception of the Shannon CSI grant program in 2006, EOPSS emphasized the importance of assessing and defining the gang and youth violence problem within individual communities or regions, as well as collaborating and developing relationships across traditional silos of expertise. In the second year of the program, EOPSS built upon this foundation by requiring improved data collection by each site as the first step towards examining potential outcomes related to Shannon CSI-funded activities and using these data to make strategic programmatic decisions going forward.

The accumulated evidence to date strongly suggests that the Shannon CSI sites have continued to progress successfully in these directions. A significant accomplishment of the Shannon CSI has been its positive impact on participating sites' ability to strengthen community partnerships and increase programmatic activity that is directed toward improving the lives of at-risk and gang-involved youth. Using information collected from surveys conducted by Northeastern and EOPSS, interviews conducted with site representatives, and quarterly reports submitted to EOPSS, the sections below describe the impact of the Shannon CSI on the nature and level of collaboration between community partners; programmatic activity; types of programs that have been implemented within participating sites; level of research support for the sites; and perceived gang activity including gang-crimes.

IMPACT ON COLLABORATION

> *Shannon forced everyone to come together. Social service agencies and law enforcement came together and forced all players, including those at the top level, to come together and take ownership of the gang and youth violence problem.*
>
> - As reported by a Shannon grantee (2008)

Within Massachusetts, a great deal of collaboration among law enforcement agencies and between law enforcement and service provider agencies was already taking place prior to the Shannon CSI, often through their own initiative and other times driven by other grant programs. Many sites, however, indicated that these collaborations were short-term, specific to one issue or neighborhood, and weakened over time. Other sites interviewed reported that the Shannon CSI was able to fold nicely into existing public safety collaborations in their community, such as the Safe Neighborhood Initiative, Weed and Seed, or Community Policing. In some communities, Shannon CSI funding was used to strengthen these existing collaborations while other sites used funds to expand collaborations.

One of the challenges of the Comprehensive Gang Model is to increase collaboration outside the traditional agency silos and break down communication barriers that may exist

between agencies working towards the same goals. While collaboration for law enforcement and service providers has increased with organizations that have similar functions, since the inception of the Shannon CSI there has also been success in agencies branching out to partners outside of their traditional silos. Findings from the law enforcement survey revealed that 82% of law enforcement agencies reported collaboration with other program partners had remained at the same level or increased since the initiation of the Shannon CSI. Similarly, almost all service providers (94%) reported that agencies remained at the same level of collaboration or increased. Given that the OJJDP Comprehensive Gang Model expressly indicates that effective collaboration is a critical component in reducing gang violence, it is encouraging to see that such a high proportion of communities and project partners have embraced this goal. This section will describe the nature and extent to which the Shannon CSI appears to have influenced coordination and partnership among agencies and the types of programmatic activity sites are using to address at-risk and gang-involved youth.

Level of Collaboration: Law Enforcement Agencies
Law enforcement agencies reported that collaboration increased most frequently with school officials (83%), other police departments (81%), and school resource officers (69%). By further analyzing the increases in collaboration by community size, there are stark differences in the types of agencies with which law enforcement agencies have increased their collaboration. Breaking the communities into three groups based on population—under 50,000, between 50,000 and 74,999, and 75,000 and over—revealed a number of differences in the degree to which collaboration with other agencies increased. Table 4.1 displays the percentages for selected agency types. It is important to note that respondents could indicate multiple types of collaborations. This analysis found that:

- Law enforcement agencies in smaller communities were most likely to increase collaboration with other police departments, school officials, and SROs, and least likely to increase collaboration with service providers, corrections officers, and street outreach workers. Higher levels of contact with other police departments may reflect the recognition that crime is likely to involve offenders that often reside in neighboring jurisdictions. Smaller communities are generally experiencing gang problems for the first time and may not yet have the resources to establish programs that address gang problems. However, given the focus of the Comprehensive Gang Model and the Shannon CSI on promoting collaboration across communities, even if smaller communities do not offer certain services, such resources are likely to exist in other jurisdictions within their collaborative and efforts should be made to combine efforts and work regionally.

- In medium-sized communities, agencies also reported large increases in collaboration with SROs and other police departments. Moreover, half of these agencies also reported increased collaboration with non-law enforcement organizations such as service providers and street outreach workers. Perhaps medium jurisdictions had sufficient gang activity to warrant the establishment of a street outreach program. They may also have more service providers than smaller jurisdictions.

- The agencies in larger communities were more likely to have increased collaboration with neighborhood block organizations, street outreach workers, and service providers. The reason for this may be that larger police agencies already have many collaborative

relationships with other police agencies through groups such as the Major City Chiefs Association, so they were able to focus their efforts on increasing collaborations in other areas. Additionally, larger cities often utilize a number of service providers to contact youth and have worked together in past violence prevention efforts. They are also more likely to require greater levels of organization and coordination given their size, which may account for the increased involvement with block organizations, outreach workers, and service providers.

Table 4.1: Increased Collaboration Reported by Law Enforcement Agencies by Jurisdiction Size

Group	Percent Under 50,000 (N=18)	Percent 50,000 to 74,999 (N=9)	Percent 75,000 or Greater (N=9)
Other police departments	94%	78%	56%
School officials	83	89	78
SROs	72	100	33
DYS officials	61	56	56
Probation officers	56	67	67
Prosecutors	44	44	56
DCF officials	44	44	44
Parole officers	39	56	44
Federal agencies	33	44	33
Business owners	28	44	44
Neighborhood block organizations	22	22	78
Street outreach workers	22	44	78
Corrections officers	17	44	33
Service providers	11	44	67

Level of Collaboration: Service Provider Agencies

Since the start of the Shannon CSI, service providers have increased their level of involvement with a variety of organizations (see Table 4.2). A majority reported increased involvement with police departments (74%), other service providers (60%), and street outreach workers (57%). While perhaps not surprising to see increased involvement with agencies in their own field, it is encouraging that three-quarters of service providers have expanded their network to include police departments. In addition, almost half (44%) of service providers increased collaboration with school officials and probation officers, groups that are often instrumental in connecting both law enforcement and service providers to at-risk and gang-involved youth.

Table 4.2: Increased Involvement Reported by Service Provider Agencies (N=98)

| Group	Percent of Agencies
Police departments	74%
Other service providers	60
Street outreach workers	57
School officials	44
Probation officers	44
School resource officers	38
DYS officials	36
DCF officials (Formerly DSS)	36
Neighborhood block organizations	34
Parole officers	32
Business owners	29
Prosecutors	16
Corrections officers	13
Federal agencies	11

Client Referrals

Service providers rely heavily on other agencies to provide them with client referrals to reach their target populations. The survey asked service providers to indicate whether, since the implementation of the Shannon CSI, the various sources of referrals of gang-involved youth to their agency has increased, stayed the same, or decreased. It is a notable achievement of the Shannon CSI that a majority of service providers reported an *increase or no change* in the number of referrals from almost all sources following its implementation (see Table 4.3). Greater than two-thirds of agencies saw an increase or no change in referrals from law enforcement (74%), other service providers (72%), members of the community (71%), and schools (68%). This is precisely the type of organizational change promoted by the Comprehensive Gang Model and encouraged by the Shannon CSI. Service providers most frequently reported receiving an *increased* number of referrals from law enforcement (53%), other service providers (52%), street outreach workers (50%), members of the community (49%), and schools (46%).

Table 4.3: Sources of Referrals to Service Provider Agencies that Increased or Did Not Change (N=98)

Referral Source	Percent of Agencies
Law enforcement	74%
Other service providers	72
Members of the community	71
Schools	68
Street outreach workers	63
During course of service provision to other gang-involved youth	58
School resource officers	55
Media reports	46

While EOPSS did not require sites to establish a steering committee prior to the application for year three funding, numerous sites had already established similar standing committees or created them since the inception of the Shannon CSI. One of the most striking observations is that there appears to be a strong association between membership on a Shannon CSI steering committee and increased referrals from various sources (see Figure 4.1). Forty-one percent of the service provider agencies reported being part of a steering committee and these agencies also reported higher referrals from all sources.

Figure 4.1: Increased Referrals for Service Providers by Steering Committee Membership (Members N=41, Non-Members N=50)
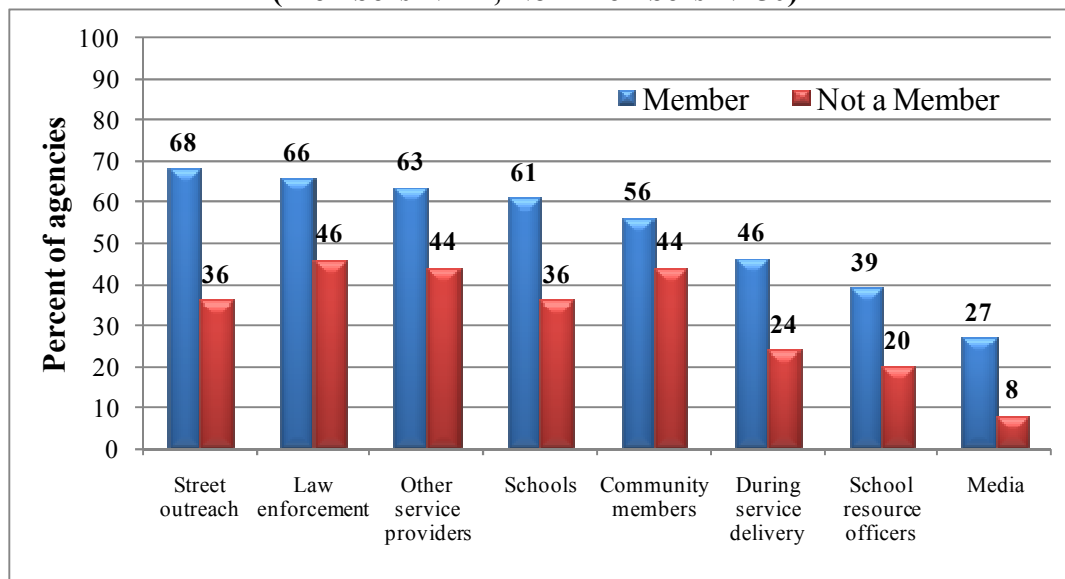
Summary of Impact on Collaboration
- Law enforcement and service provider agencies reported increased collaboration with both other law enforcement agencies as well as all other program partners.

- The likelihood that law enforcement agencies increased collaboration with certain types of organizations varied depending in part on the size of the community's population.

- A majority of service providers reported increased referrals from other program partners.

- Those agencies that participated on a Shannon CSI steering committee were consistently more likely to see increased referrals from all sources.

IMPACT ON PROGRAMMATIC ACTIVITIES AND INDIVIDUALS SERVED

As described in the introduction to this report, OJJDP identified five strategies as best practices for reducing gang crime and violence: community mobilization, social intervention, opportunity provision, suppression, and organizational change. To identify programmatic activity by each Shannon CSI site, researchers at Northeastern and EOPSS surveyed law enforcement and service provider agencies and used data reported through each site's quarterly report narrative and activity measures.

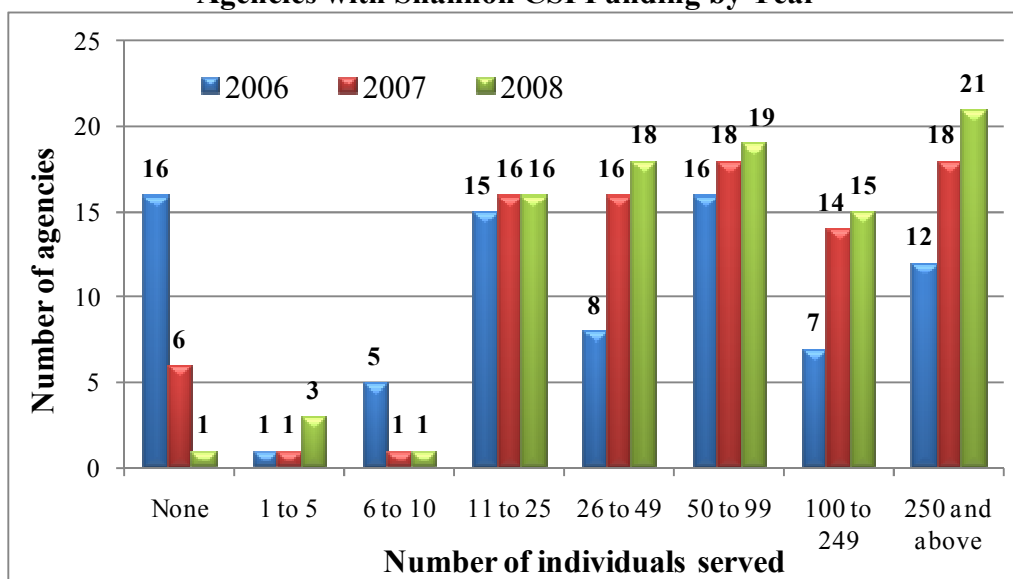### Service Provider Programmatic Activity

As one Shannon CSI program director said, *the Shannon CSI provides a menu of services for youth* to reduce gang membership and youth violence. As indicated in Table 4.4, social intervention programming was reported as the most commonly implemented strategy, followed by opportunity provision, community mobilization, organizational change, and suppression programs. The table also lists the percentage of overall sites in which at least one service provider indicated use of a strategy.

Table 4.4: OJJDP Strategies Identified as Being Used by Shannon CSI Service Providers

OJJDP Strategy	Percent of Service Providers N=98	Percent of Shannon CSI Sites N=16
Social intervention programming	76%	94%
Opportunity provision programming	66	88
Community mobilization	49	88
Organization change	24	81
Suppression programs	9	50

Moreover, as Figure 4.2 shows, the number of Shannon CSI service provider partners and the number of individuals served steadily increased during each year after the inception of the Shannon CSI. Survey results showed an increase in the number of program partners from 80 in 2006 to 94 in 2008. The number of program partners serving over 25 individuals increased from 43 to 73, and specifically, the number of agencies serving over 250 individuals increased from 12 to 21.

Figure 4.2: Number of Individuals Who Received Services through Service Provider Agencies with Shannon CSI Funding by Year[11]

Out-of-School Programs

The most frequent programmatic activity identified by service providers in quarterly activity reports was out-of-school programming.[12] Examples of out-of-school activities are homework tutoring, recreational activities, and vocational skills such as clothing design and music production. Approximately 17,050 youth[13] utilized out-of-school programs in fourteen of the sixteen Shannon CSI sites, with many sites reporting that Shannon CSI funds allowed them to increase the number of hours they could remain open, the number of programs available to youth, and the number of locations offering services. Additionally, Shannon CSI funds were used to support 81 additional out-of-school staff,[14] many at local YMCAs and Boys & Girls Clubs. One site remarked that one of their most significant successes was increased engagement by school officials which led to the creation of an after-school space for youth located within the high school.

Street Outreach Worker Programs

Another social intervention program frequently utilized by service providers was street outreach. Street outreach workers, sometimes referred to as "violence interrupters," contact high-risk or gang-involved youth to talk with the youth, build trust, obtain valuable information that may prevent future criminal activity, and provide referrals to social service programs.

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[11] It should be noted that funding began in the middle of 2006.

[12] Out-of-school programs are defined as "Any activity that stimulates learning, provides a safe place and operates in a formal or informal environment, including schools, community and faith-based organizations, drop-in programs, youth centers, intramural sports leagues, libraries, parks and recreational facilities, among others. These activities occur before or after school, during the weekends, summer and school vacations for children and youth ages 12-24."

[13] The exact number of youth served in out-of-school programs provided through quarterly activity measures was 17,050, but as some sites were not able to eliminate youths that were double counted, this number reflects the greatest number of youth that may have attended a Shannon CSI out-of-school program.

[14] Program partners were asked to report "the number of new hires your program was able to add to specifically support Shannon CSI activities."

Thirteen of the sixteen sites utilized street outreach workers, with Shannon CSI funding supporting a total of 78 street outreach workers that were able to make over 14,500 contacts with youth typically on the streets, in schools, or at community based organizations. During year two, Northeastern and EOPSS developed a guide to street outreach worker programs that outlined how to initiate a program and identified different models of street outreach programs that were in place within Shannon CSI sites.

Other Programs Utilized by Service Providers

Other programs often used by service providers included job placement programs, youth mentoring, and GED classes. Job placement programs were offered in 11 sites serving a total of 956 youth. Of those youth that entered the program, 506 (53%) were able to secure part-time or full-time employment. To identify employment opportunities for gang-involved or high-risk youth, 9 sites reached out to the business community reporting a total of 156 places of employment that partner with Shannon CSI sites. Youth mentoring programs were used by 9 sites to support 112 formally trained mentors[15] who worked with 659 youth. Shannon CSI funding also supported 24 GED classes in 9 sites with 343 youth enrolled in these classes and 86 (25%) passing their GED exam. As one site told Northeastern and EOPSS researchers, the big accomplishment of GED classes was not the number of youth that passed the exam but the number of youth that remained in the program, as most high-risk and gang-involved youth drop out after a short period of time.

Programs Initiated or Expanded

Researchers at Northeastern and EOPSS also attempted to identify what types of programs service providers had initiated or expanded as a direct result of funding provided by the Shannon CSI (see Table 4.5). It is important to be cautious when interpreting these results because there is considerable variation across these organizations in terms of their mission and goals. The data may be better understood as the total proportion of agencies offering these types of services, which is likely to explain why mental health and substance abuse counseling numbers are so low.

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[15] EOPSS and Northeastern provided program partners with two definitions of mentors. One was informal mentors, which are typically older youth that other youth look up to at YMCAs, or Boys & Girls Clubs. Formal mentors were defined as "a formal structured and trusting relationship that brings young people together with caring individuals who offer guidance, support and encouragement aimed at developing the competence and character of the mentee." To qualify as a mentoring program, mentors must go through an interview process, receive training, and meet with the mentees on a regular basis (as least 4 hours/month).

Table 4.5: Services Initiated or Expanded as a Direct Result of Funding Provided by the Shannon CSI (N=98)

Service	Percent of Agencies
Referrals to other service agencies	90%
Life skills training	74
Mentoring	74
Employment opportunities	67
Education/Tutoring	65
Recreational activities	65
After-school activities	65
Job training	57
Case management	56
Street outreach	49
Crisis intervention/trauma response	36
Mental health counseling	26
Substance abuse counseling	20

Enhanced Service Provision to Gang-Involved Youth

There are many different approaches that organizations use to connect with gang-involved youth. Service providers were asked how the Shannon CSI has changed the way their agency responds to this population. As Table 4.6 reveals, agencies were most likely to report that they saw an increase or no change in their coordination with other service agencies (93%) and their collaboration with law enforcement (87%). Since this was an explicit goal of the Shannon CSI, it is important to note that service provider agencies saw increased coordination and collaboration as the areas where their organization has changed the most. In addition to increased collaboration, service providers reported that the Shannon CSI allowed them to increase or retain resources to identify and respond to at-risk youth (85%), and have allowed them to identify ways to refine their program through increased data collection (81%) and program evaluation (80%). It appears that in the eyes of service providers, Shannon CSI support changed their agency to be more in line with the goals of the Shannon CSI, providing greater coordination and additional resources for gang-involved youth.

Table 4.6: Service Provider Actions to Address Gang-Involved Youth that Increased or Stayed the Same since the Implementation of the Shannon CSI (N=98)

Actions	Percent of Agencies
Coordination with other service agencies	93%
Collaboration with law enforcement	87
Resources to identify and/or respond to gang-involved youth	85
Program evaluation	81
Data collection capability	80
Community outreach to identify and help gang-involved youth	77
Programs for gang-involved youth	72
Service provision	67
Street outreach to gang-involved youth	63

Law Enforcement Programmatic Activity

> *While we still do a lot of straight suppression work, Shannon has changed the nature of what we do. There has been a shift in mentality from the straight suppression lock-them-up attitude to getting the kids into programs and services.*
>
> - As reported by a Shannon CSI police department representative (2008)

Law enforcement agencies typically used Shannon CSI resources for suppression-based programs, as would be expected. The most common program, used by twelve of the sixteen Shannon CSI sites, was increasing police details through overtime. Communities logged over 25,000 overtime hours, allowing for additional hot-spot patrols, investigation time, security assistance at community events, and joint task force events. Other commonly used suppression-based programs were the use of school resource officers, warrant sweeps, trainings for law enforcement personnel, and trainings to help school officials, parents, medical personnel, and community leaders learn the signs of gang involvement.

Researchers from Northeastern and EOPSS also surveyed law enforcement officials to identify actions or programs initiated or expanded as a direct result of Shannon CSI funding (see Table 4.7). Agencies significantly enhanced programs and services in line with the goals of increasing collaboration and sharing information, which suggests an effort to bridge communication gaps that previously existed. Specifically, 86% percent of law enforcement agencies reported either initiating or expanding intelligence sharing with neighboring police departments. Seventy percent indicated increasing community policing in high crime areas and 69% initiated or expanded their participation in community meetings, which may reflect a shift toward more innovative, community-based approaches that expand upon traditional law enforcement responses.

Table 4.7: Law Enforcement Programs and Services Initiated or Expanded as a Direct Result of Funding Provided by the Shannon CSI (N=36)

Program	Percent of Agencies
Intelligence sharing with neighboring police departments	86%
Data driven hot spot patrols	72
Directed overtime to investigate gang-related crimes	72
Community policing in neighborhoods with high levels of gang crime	70
Participation in community-wide meetings to address gang violence	69
Ride-alongs with outside agencies	67
Identified youth list	64
Implementation of formal protocols to respond to at-risk/gang-involved youth	56
Utilization of crime analyst	53
Gang identification or awareness training for community residents	53
Collaboration with street outreach workers	53
Gang unit within the police department	47
School resource officer in middle schools	47
School resource officer in high schools	44

In addition to these increases in intelligence gathering and community outreach 72% reported either initiating or expanding hot spot patrols and using overtime funding provided by Shannon CSI to support gang investigations, which agencies indicated allowed them to be more proactive rather than reactive. A gang officer said during an interview, *hot spot patrols have been the most effective suppression tool related to Shannon. It allows us to not only prevent crime, but also identify siblings and others that may be involved or at-risk for future gang involvement.*

> **Hot spot patrols have been the most effective suppression tool related to Shannon. It allows us to not only prevent crime, but also identify siblings and others that may be involved or at-risk for future gang involvement.**
>
> - As reported by a Shannon CSI law enforcement representative (2008)

Illustration 4.1:
School Resource Officers are a Priority

A great deal of effort during the second year of the Shannon CSI focused on increasing and improving collaborations between the police and schools. A resource guide produced by Northeastern that highlighted school/police partnerships indicated that some type of relationship exists between schools and police in the vast majority of Shannon CSI communities and these partnerships are perceived by law enforcement to have led to a reduction in gang-related activity amongst youth.

While Table 4.7 appears to suggest that law enforcement agencies reported school resource officers at the high school and middle school levels as less of a priority than some of the other identified programs, findings from the survey conducted to inform the school/police partnership guide supported a different conclusion. The survey results revealed that a large majority of law enforcement agencies already used SROs at the high school and middle school levels prior to their participation in the Shannon CSI. So while 47% of law enforcement agencies indicated having either initiated or expanded the use of a school resource officers at the middle school level as a direct result of Shannon CSI funding, 79% already had a school resource officer in place. Likewise, while 44% of law enforcement agencies either initiated or expanded the use of a school resource officer at the high school level as a direct result of Shannon CSI, 85% reported having an SRO program in place prior to the Shannon CSI.

Shannon CSI communities with SRO programs reported having to contend with issues around clearly defining the role of SROs, funding, and protecting students' privacy. However, these programs offered numerous benefits to Shannon CSI communities. According to Shannon CSI communities:

- Officers have the opportunity to get to know students and interact with them on a daily basis, helping youth to see police as people rather than "Robocop."

- SROs and school staff or community members in many communities make visits to students' homes to alert parents to concerns about the student and discuss possible solutions.

- Being based in the schools provides officers with intelligence on gang activity and the opportunity to be proactive in addressing violence.

- Communities often used the implementation of an SRO program as an opportunity to engage community members in a dialogue with the school and police on many issues.

That the Shannon CSI has provided communities with the ability to maintain SRO programs is a major accomplishment, as research has shown that school resource officers are complicated undertakings and can be challenging to maintain (Center for Schools and Communities, 2002; Finn and McDevitt, 2005; Finn et al., 2005).

There were a number of collaborative suppression programs law enforcement agencies indicated using to monitor gang-involved youth. As youth are a transient population, by increasing regional communication and ride-alongs with neighboring police departments, police were able to share information more frequently on gang "hangouts," and whether they saw the same youth, crime patterns, graffiti, or other evidence of gang activity. Law enforcement personnel also cited the positive experience they had and the praise they received from families when initiating a collaborative home visit to gang-involved or truant youth. In many cases, police would partner with probation, clergy, or service provider agencies to let the youth know

they were keeping an eye on them, and to recommend services and programs in the community that might be helpful or of interest to the youth. Police who participated in these home visits indicated that these programs were innovative ways to match at-risk youth with available programs as well as build positive relationships in the community.

Interestingly, since the inception of the Shannon CSI, almost one-third (31%) of police departments reported establishing a relationship with street outreach workers and establishing formal protocols[16] to respond to at-risk youth and developing identified youth lists (28%). *While we still do a lot of straight suppression work,* said a representative of a Shannon CSI police department, *Shannon has changed the nature of what we do. There has been a shift in mentality from the straight suppression "lock them up" attitude to getting the kids into programs and services*.

Although the most populous communities (75,000 and greater) were often less likely to *initiate* programs, the larger the community, the more likely an agency was to report *expanded* programming, probably reflecting that larger jurisdictions already have such programs in place (see Table 4.8). There was also a large discrepancy between larger and smaller communities on collaboration with street outreach workers and participating in community-wide meetings on gang violence. In both cases, the larger communities were 50% more likely than the smaller communities to have initiated or expanded these activities. The larger communities were also 39% more likely to have initiated or expanded formal protocols. In the other direction, smaller communities were much more likely to have initiated or expanded SRO programs in middle (28%) or high (39%) schools. This may reflect the absence of street outreach workers in the smaller communities and the need for a police presence at the local middle and high schools that is often already in place in larger communities.

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[16] Law enforcement agencies typically have policies concerning what to do when dealing with a minor. Formal protocols to respond to at-risk youth may include a set of procedures agreed upon by police and service providers detailing a process by which certain agencies and people are contacted depending on the specific issue at hand. The value of these protocols results from conversations between law enforcement and social service providers in which the participants agree that arresting a young person is only one, and often not the best, option available.

Table 4.8: Law Enforcement Programs Implemented or Expanded as a Direct Result of Shannon CSI Funding by Community Population

Program	Percent Under 50,000 (N=18)	Percent 50,000-74,999 (N=9)	Percent 75,000 and Greater (N=9)
Intelligence sharing with neighboring police departments	83%	100%	78%
Data driven hot spot patrols	67	67	89
Directed overtime to investigate gang-related crimes	61	78	89
Community policing in neighborhoods with high levels of gang crime	61	78	78
School resource officer in middle schools	61	33	33
School resource officer in high schools	61	33	22
Ride-alongs with outside agencies	56	67	89
Identified youth list	56	78	67
Utilization of crime analyst	45	56	67
Participation in community-wide meetings to address gang violence	44	89	100
Gang unit within the police department	44	56	44
Implementation of formal protocols to respond to at-risk/gang-involved youth	39	67	78
Gang identification or awareness training for community residents	33	78	67
Collaboration with street outreach workers	33	56	89

Training Activity

In addition to the Shannon CSI's priority to provide programs and services for high-risk and gang-involved youth, EOPSS and Northeastern also placed strong emphasis on encouraging Shannon CSI law enforcement and service provider partners to participate in professional training on how to identify and respond to gang-related violence and criminal activity.

Law Enforcement Training

Police departments were asked about the subject matter of Shannon CSI-funded training for their personnel. Nearly half (47%) of the agencies reported conducting training on gang identification or gang intervention. One-third (33%) provided training on how to communicate with at-risk youth and 19% instructed personnel on when and where to refer high-risk or gang-involved youth for services (rather than arrest them). These trainings indicate some law enforcement agencies were thinking about the types of strategies advocated in the Comprehensive Gang Model as these trainings supported suppression, social intervention, opportunities provision, and organizational change strategies.

Service Provider Training

Forty-eight percent of service providers used Shannon CSI funding to provide some type of professional training to their staff on how to identify and respond to gang-involved youth. Approximately 12% used funds to provide staff with training at regional conferences. The most commonly used source of training was community-based agencies and service providers (35%),

while 17% were trained by an independent consultant or trainer, 11% through Shannon CSI technical assistance, and 10% through other sources, often police departments.

Community-Based Training

A critical component of the Shannon CSI is to educate the community about gangs, law enforcement and government strategies to address gang problems, and to provide the public with resources available to youth throughout the community. Nine of the sixteen sites used Shannon CSI resources to hold community events or forums, reaching over 2,250 individuals.

Helpfulness of Programmatic Activity

As the Shannon CSI evolves, it is important to understand what types of programs and services law enforcement agencies feel are the most helpful to address gang involvement and youth violence. Most law enforcement agencies rated intelligence sharing with neighboring police departments (95%), collaboration with other police departments (94%), implementation of SRO programs (92%), and hot spot patrols (89%) as most helpful to their work addressing gang problems and youth violence (see Table 4.9). Comparing the results in Table 4.9 to those in Table 4.7, intelligence sharing was also the most often initiated or expanded program as a result of Shannon CSI funding (86%). Approximately the same percent of agencies that found collaboration with street outreach workers helpful also initiated or expanded an outreach program (53%).

Table 4.9: Strategies Reported by Law Enforcement to be Extremely Helpful, Helpful, or Somewhat Helpful in Addressing Gang-Involved Youth in the Community (N=36)

Strategy	Percent of Agencies
Participation in intelligence sharing with neighboring police departments	95%
Collaboration with other police departments	94
Implementation of SROs	92
Hot spot patrols	89
Collaboration with prosecution and probation	83
Identified youth lists	78
Collaboration with service providers	78
Community dialogue with neighborhood organizations	75
Community dialogue with at-risk youth	72
Collaboration with street outreach workers	56

The service provider survey also asked respondents how helpful they found a series of services in addressing gang-involved youth. Shannon CSI service providers rated as extremely helpful, helpful, or somewhat helpful collaboration to coordinate services (90%) and referrals to other service agencies (84%), concurrent to the activities they engage in most often (compare Table 4.10 to Table 4.5). As a member of one collaborative said during an interview, *we have increased the number of organizations that are making referrals through Shannon, and want to make sure that the kids who really need help connect with someone and are not being shuffled*

around. The fact that service providers are most often engaged in services they believed to be the most helpful is very encouraging.

Table 4.10: Services Reported by Service Providers to be Extremely Helpful, Helpful, or Somewhat Helpful in Addressing Gang-Involved Youth (N=98)

Service	Percent of Agencies
Collaboration across agencies to coordinate existing services	90%
Referrals to other service agencies	84
Life skills training	83
Employment opportunities	80
Mentoring	79
Street outreach	68
Youth/police dialogues	67
Case management	67
Crisis intervention/trauma response	57
Substance abuse counseling	51

Illustration 4.2:
Building a Culture of Respect through Youth/Police Dialogues

Several Shannon CSI communities reported youth/police dialogues as being very helpful. In fact, a reduction in youth gang involvement in one community has been attributed in large part to an increased open dialogue between juveniles and police. A series of formal youth/police dialogues organized by community organizations provided young people and police with a venue and an opportunity to voice their concerns and their perceptions of each other, their community, and themselves. These dialogues provided youth and police valuable insight into the issues that both parties deem most significant to them, including a perceived lack of respect by the other party. While the long-term success of this program has not been evaluated, both youth and police reported a better understanding of each other after completing the dialogues.

The officers learned and drew from the experience, and the
kids realized that police officers are human.
- As reported by a Shannon CSI grantee (2008)

Summary of Impact on Programmatic Change

- The number of service provider agencies increased each year since the implementation of the Shannon CSI.

- Programs and services—such as job placement, GED classes, mentoring, and out-of-school programming—reached more youth since the start of the Shannon CSI.

- Service providers reported that coordination with other service providers and collaboration with law enforcement were the activities most frequently initiated or expanded as a result of the Shannon CSI.

- Shannon CSI funding was reported to have broadened the approach of law enforcement agencies, both in terms of sharing information with other police agencies as well as engaging the local community.

- The types of programs initiated or expanded depended in part on the size of the community's population. The greatest differences between larger and smaller communities involved collaboration with outreach workers, participation in community-wide meetings, and use of formal protocols (more larger agencies initiated or expanded these activities) as well as the use of SROs (more smaller agencies initiated or expanded their use).

- The most common types of training involved gang identification, gang intervention, and communication with at-risk youth.

- Law enforcement agencies felt that intelligence sharing and collaboration were the most helpful strategies, while service providers felt collaboration with and referrals to other service providers were the most helpful strategies to reduce gang violence.

IMPACT OF RESEARCH SUPPORT

A critical component of the Shannon CSI is the research support provided by Local Action Research Partners (LARPs), Northeastern University in its capacity as the Statewide Youth Violence Research Partner (SYVRP), and the technical assistance meetings provided by EOPSS and Northeastern on topics relevant to the work of Shannon CSI partners.

Local Action Research Partnerships
As described on page 2, EOPSS made Byrne Justice Assistance Grant funds available to research organizations interested in supporting Shannon CSI sites. In the second year of Shannon CSI, twelve of the sixteen Shannon CSI sites utilized a research partner. Though not funded by the Shannon CSI grant, it is important to recognize their contributions.

All Shannon CSI sites with a LARP reported a positive relationship with their LARPs. Sites indicated that LARPs assisted in collecting and improving programmatic data activities, crime mapping, helping to facilitate partner meetings, analyzing impact of specific program activities, and providing feedback and critical thinking to program partners to improve goals and outcomes. LARPs also created a series of research tools that could be shared with other sites such as data collection forms, surveys, and program evaluations. All of these instruments were shared among other Shannon CSI sites and made available by Northeastern on the Shannon CSI website.[17]

LARP support and input were critical assets at a number of sites. Following are examples of specific LARP activities highlighted by Shannon CSI program directors and LARP project directors:

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[17] www.shannoncsi.neu.edu

- Developed a logic model to overcome communication and collaboration challenges. This logic model ensured all program partners had clearly defined roles; ensured a shared understanding of the sites' gang/youth violence problem; and connected problems to proposed strategies.

- Evaluated a GED program with a low percentage of students passing. The evaluation identified that most youth tested below a seventh grade reading level, resulting in the creation of a pre-GED program.

- Assisted the police department in using crime data to map police calls. The crime maps showed a high number of police calls from the schools and surrounding neighborhoods. Then, agencies shared the maps with the schools and secured support of the initiative from the schools, which historically had been reluctant to work with non-school-based agencies.

- Provided support and direction for overall implementation of the Comprehensive Gang Model. One law enforcement official reported in an interview, *our LARP allows for a frank discussion about progress to date and whether or not we are on track with referrals for youth and spending, as well as developing strategies during the summer months when youth are less inclined to engage in services.*

Statewide Youth Violence Research Partner

Another critical support for the Shannon CSI was the involvement of Northeastern University as the Statewide Youth Violence Research Partner (SYVRP). The SYVRP, also funded through Byrne Justice Assistance Grant funds, supported Shannon CSI sites and their LARPs by: providing ongoing technical assistance through formal quarterly technical assistance meetings; creating a website to share information relevant to supporting Shannon CSI programs; engaging in ongoing conversations with Shannon CSI program partners; and publishing a series of policy briefs to assist in program development.

In addition to the SYVRP support to Shannon CSI sites and LARPs, the SYVRP worked closely with EOPSS to ensure the implementation of the Comprehensive Gang Model within each site and to assess and document the results achieved by the Shannon CSI sites and LARPs. During the second year of Shannon CSI the SYVRP:

- Prepared a report documenting Shannon CSI activities during year one.

- Developed a technical assistance guide for developing and maintaining school/police partnerships.

- Developed a technical assistance guide for establishing street outreach worker programs.

- Hosted quarterly technical assistance meetings.

Technical Assistance Meetings

Quarterly technical assistance meetings, organized by the SYVRP and EOPSS, have been a critical link to ensure continuous connection and idea sharing across Shannon CSI sites and program partners. Technical assistance meetings provided Shannon CSI sites with best practices for addressing gang-related violence and crime research ideas, increasing knowledge of how to implement the Comprehensive Gang Model, and sharing lessons learned through Shannon CSI

programmatic activity. Some of the subjects that have been covered at past meetings include establishing and operating a street outreach program, promoting partnerships between schools and police, outcome measurement (see Illustration 4.3), and building relationships through youth/police dialogues.

Technical assistance meetings brought together law enforcement and service provider agencies to discuss lessons learned and common challenges. While only program directors are required to attend technical assistance meetings, over three-quarters (78%) of law enforcement agencies, and over half (51%) of service providers reported that a representative from their agency has attended at least one of these meetings. In addition, the number of attendees at technical assistance meetings has consistently grown.

Representatives of agencies that attended at least one meeting clearly felt their Shannon CSI efforts benefited from their participation. Of the law enforcement agencies indicating participation, 96% ranked the meetings as being very helpful, helpful, or somewhat helpful. Of service providers attending, 98% rated the meetings as very helpful, helpful, or somewhat helpful.   Neither type of agency reported the meetings being "not helpful."

It also appears that attending the meetings had tangible positive effects on Shannon CSI efforts. More than half the police departments that attended reported initiating or expanding a number of strategies as a direct result of the technical assistance meetings (see Table 4.11). More than two-thirds of the agencies *initiated or expanded* the use of regular meetings to share gang intelligence (68%) and collaboration with other law enforcement agencies (68%), topics addressed in early technical assistance meetings. A majority of agencies also initiated or expanded several other strategies, as displayed in Table 4.11. Collaboration with street outreach workers (54%) and the use of identified youth lists (57%) were the activities most often *initiated*. Taken together, these efforts seem to reflect an attempt by the police to develop better information about gangs through communication and information sharing within their own departments as well as other law enforcement agencies and community programs (e.g., street outreach workers). Additionally, it appears that the quarterly technical assistance meetings provided information to law enforcement that they used to improve their interactions with at-risk and gang-involved youth.

Table 4.11: Strategies Initiated or Expanded by Law Enforcement Agencies as a Result of Attending a Technical Assistance Meeting (N=28)[18]

Strategy	Percent of Agencies
Regular meetings to share gang intelligence	68%
Collaboration with other police departments	68
Collaboration with service providers	61
Hot spot patrols	61
Use of "identified youth" lists	57
Collaboration with prosecution and probation	57
Community dialogue with at-risk youth	54
Collaboration with street outreach workers	54
Community dialogue with neighborhood organizations	50

Similar to law enforcement, service providers reported initiating or expanding collaboration across agencies as a top strategy for addressing gang-involved youth in year two. Specifically, the majority of agencies indicated that they had *initiated or expanded* collaboration across agencies to coordinate and leverage existing services (60%), hold youth/police dialogues (50%), and make referrals to other service agencies (48%) as a direct result of information provided at the Shannon CSI quarterly technical assistance meetings (see Table 4.12). The most common program that was *initiated* as a result of the meetings was youth/police dialogues, reported by 23% of service providers.

Table 4.12: Services Initiated or Expanded by Service Providers as a Result of Attending a Technical Assistance Meeting (N=50)[19]

Service	Percent of Agencies
Collaboration across agencies to coordinate existing services	60%
Youth/police dialogues	50
Referrals to other service agencies	48
Employment opportunities	38
Case management	36
Street outreach	30
Life skills training	24
Crisis intervention/trauma response	18
Mentoring[20]	12
Substance abuse counseling	12

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[18] Twenty-eight police departments indicated attending at least one technical assistance meeting.

[19] Fifty service providers reported attending at least one technical assistance meeting.

[20] Eighty-one percent of service providers that attended a technical assistance meeting did not respond to this item

Illustration 4.3:
Collecting Programmatic Activity Measures

During the first year of the Shannon CSI, EOPSS required grantees to complete a qualitative quarterly program report to learn what programmatic activity was taking place within each Shannon CSI site. This provided useful illustrations of programmatic activities; however, it did not capture important data measures which would allow an even deeper understanding of the impact of the Shannon CSI program in each site. Considering the importance of using both qualitative and quantitative measures to understand the impact of programmatic activity, EOPSS and Northeastern (as the SYVRP) created an activity measures form that collected data within each Comprehensive Gang Model strategy area to compliment the existing quarterly report.

EOPSS disseminated a draft of the new activity measures form at a technical assistance meeting during the second year of the Shannon CSI (January 2008). EOPSS and Northeastern asked program partners to fill out the form, identify which activity measures they had the most difficultly completing, and provide additional activity measures they felt should be included in the form. The most common concern came from program partners looking for further clarification on definitional issues (e.g., out-of-school programs, mentoring, youth served). Program partners also offered several suggestions for additional activity measures that were not captured on the form.

To achieve standardized activity measures and assist sites make the best use of the collected data, EOPSS and Northeastern hosted a second technical assistance meeting (May 2008) to discuss program partners' questions and suggestions. This meeting allowed for an open discussion to move toward more standardized definitions of activity measures. Following this meeting, EOPSS and Northeastern developed a new activity measures form and a guide to explain the measures in more detail, the "Instruction Guide for the Quarterly Progress Report Form."

Collecting and tracking programmatic activity of Shannon CSI program partners are critical to the ability of both the Commonwealth and each site to understand the impact of this initiative and the scope of the gang and youth violence problems. The qualitative and quantitative measures complement each other and help refine the effectiveness and efficiency of programmatic strategies to address these problems. Both technical assistance meetings addressing activity measure collection were critical to ensuring open dialogue between sites and program partners and to ensuring EOPSS, Northeastern, and the Shannon CSI sites had complete and standard activity measures across sites.

Summary of Impact of Research Support
- LARPs provided research support to twelve of the sixteen sites and tailored the support to the specific needs of their partner site.

- The SYVRP provided technical assistance to a variety of sites and produced two technical assistance guides and a report of year one Shannon CSI activities.

- Northeastern and EOPSS hosted quarterly technical assistance meetings, which were attended by 78% of law enforcement agencies and 51% of service providers.

- Technical assistance meetings were overwhelmingly viewed as helpful by those who attended, and a majority of law enforcement agencies reported initiating or expanding numerous programs as a direct result of information provided at these meetings.

- Both law enforcement agencies and service providers who attended the technical assistance meetings used information provided at those meetings to initiate or expand programs and services.

- Law enforcement agencies most often worked to increase information about gangs in the community, and service providers created or expanded services to at-risk youth.

IMPACT ON GANGS AND CRIME

An important factor to consider in the assessment of the Shannon CSI is the impact of the initiative on gangs themselves. The majority of law enforcement agencies reported that there has been little change in the number of gangs within their community (see Figure 4.3). In terms of law enforcement agencies' perceptions of changes in the relative strength of gangs, 61% percent reported that since the implementation of the Shannon CSI, gangs in their jurisdiction remain loose and unorganized. Another 14% indicated gangs have become weaker and less organized while only 6% reported that gangs have grown stronger and more organized. "Loosely organized" refers to the fact that gang membership is often transitory, with members coming and going, drifting between different gangs or in and out of gangs, period (Starbuck et al., 2001).

Figure 4.3: Number of Gangs Reported by Law Enforcement Agencies to be in their Jurisdiction Prior to the Shannon CSI and Currently (N=36)
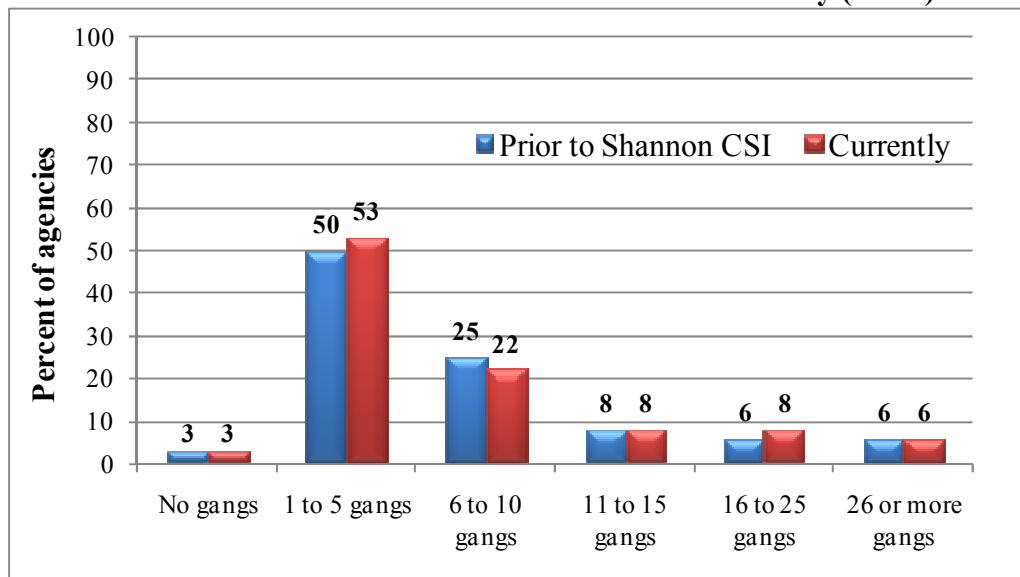
The most common change in the characteristics of gang membership was the age of gang members. Nearly half of the police agencies (44%) responding to the survey reported that the average age of gang members was decreasing in their communities. While the precise reason for this change is unclear, some communities suggest this may have been the result of aggressive programs targeting older gang members that resulted in arrests and incarceration leaving gaps for younger gang members to fill. This trend may be cause for concern, as national research has indicated that younger gang members may be more likely to engage in violent behavior than their older peers and, as described in Illustration 4.3, older gang members often use their younger associates to commit offenses to avoid harsher sanctions (Decker, 2003).

Illustration 4.3:
Police Report Average Age of Gang Members is Decreasing

One of the biggest challenges facing some Shannon CSI-funded law enforcement agencies is young people between fifth and eighth grades showing increased use of violence to handle problems rather than talking it out or going to an adult. Police in larger cities reported that older gang members are using younger kids as "crash dummies" to do more of the shootings. Additionally, some Shannon CSI service providers reported that younger gang members are much more problematic, particularly since they are less likely to understand the value of education, a stable job, or the responsibility of supporting a family and are therefore less likely to become engaged in social intervention or opportunities provision programs offered through Shannon CSI funding. Gangs, on the other hand, appear to provide young kids with the strong societal ties they are looking for, which may account in part for the increase in the number of younger gang members.

Crime and Perception of Gang Crime

Crime indicators are important measures to address when assessing the impact of an initiative focusing on gang prevention, intervention, and suppression. One of the ways to measure the impact of the Shannon CSI sites' ability to address gang and youth violence is by looking at the overall crime rates in a community. To that end, the research team requested data on incidents and arrests from the 39 law enforcement agencies representing each of the Shannon CSI communities. Using local police departments' official crime data, researchers calculated the average number of crimes committed by juveniles and adults for each jurisdiction across three different types of crime (aggravated assault, armed robbery, and robbery) and the average number of arrests of five different crime types (aggravated assault, armed robbery, robbery, total serious violent crime,[21] and drug-related crime). To estimate changes in offending following the implementation of the Shannon CSI, the research team calculated crime averages for both periods.

While the data provided a better understanding of the crime rates within communities, it is important to note that it may be unrealistic to expect that the Shannon CSI could have a significant impact on overall crime for a particular community. Prior research indicates that gang-involved crime only accounts for a small proportion of the total crime in a community (Greene and Pranis, 2007). Consequently, even if all gang activity were eliminated in a particular community the overall level of any particular type of crime may not decrease. In addition, crime rates vary depending on police strategy. Some departments, through increasing suppression efforts, see arrest rates increase while others that refer more youth see arrests decrease.

With this caveat, the research team reviewed communities' trends for a set of crimes expected to be the most directly affected by Shannon CSI efforts: robbery, aggravated assault, and drug-related crime.[22] A review of the crime data from each community revealed no clear or

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[21] Serious violent crime is inclusive of aggravated assault, robbery, and drug-related incidents.
[22] Agencies were also asked to report the number of homicides occurring within their communities for the time period mentioned above, however, because many agencies reported homicides as rare or nonexistent in their communities, homicides were not included in an aggregate "total serious crime" category along with robberies, aggravated assaults, and drug-related crime.

consistent pattern of impact. Researchers reviewing Shannon CSI communities' total juvenile serious crime since the initiation of the Shannon CSI found an even split between the number of communities that experienced a decrease in their crime rate (N=15) and the number of communities that experienced increases (N=15).[23] When looking at total serious crimes committed by adults a similar pattern emerges. In 15 communities serious crimes committed by adults decreased, and in 17 communities serious crimes increased. Analyses were also conducted for each specific crime type (aggravated assault, robbery, and drug offenses) for both juveniles and adults and, not surprisingly, a similar inconsistent pattern for each crime type was found. Thus, the findings confirmed what the research team initially expected: that while the Shannon CSI may have an impact on gang-related crime in a community, these effects are unlikely to appear in community-wide crime statistics.

Given the difficulty of detecting the effects of the Shannon CSI on crime at the community level, the research team used an alternative impact measure—the perceptions of local law enforcement on how gang-related crime has changed following implementation of the Shannon CSI. The law enforcement survey included questions asking respondents whether gang-related crimes (i.e., the fraction of total homicides, robberies, aggravated assaults, and drug-related crimes thought to be gang-related) have significantly increased, increased, stayed the same, decreased, or significantly decreased (see Table 4.13). Respondents could also indicate perceived changes in gang membership, the number of gangs, gang structure, the types of gangs, and gang crime patterns.

Responses to these items provided a more nuanced view of the perception of police officials about gang-related crime in their communities. As reported by law enforcement, gang-related crime in many Shannon CSI communities has remained stable or declined (see Table 4.13).

- Law enforcement agencies reported the most substantial reductions in gang-related aggravated assaults (36%) and gang-related robberies (31%).

- Law enforcement agencies were least likely to report reductions in gang-related drug offenses.

Table 4.13: Law Enforcement Perceptions of Change in Gang-Related Crime in Shannon CSI Communities (N=36)

	Total Increased	Stayed the Same	Total Decreased
Homicide[24]	11%	31%	22%
Robbery	20	28	31
Aggravated assault	20	25	36
Drug-related	22	36	11

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[23] While crime data were received from 37 agencies, only 32 agencies reported numbers for all three crimes (robbery, aggravated assault, and drug-related crime) that made up "total serious crime." Additionally, the number of juvenile cases provided by two agencies was too small to calculate percentages, making the total for juveniles N=30.

[24] Percentages for each crime type do not total 100% because responses of "unsure" or "N/A" are not displayed.

To better understand the factors that might be contributing to the perceived decrease and/or stability of gang-related crime in many Shannon CSI communities, the research team broke down these data by jurisdiction population size (see Table 4.14). Larger communities, those with 75,000 residents or more, were most likely (78%) to report that there was either no change or a reduction in homicide. Since this is where the vast majority of homicides occur, that most communities indicated seeing decreased or stable gang-related homicide figures is certainly encouraging. Smaller jurisdictions, those under 50,000, were most likely to see reductions or no change in other gang-related crime: robbery (61%), aggravated assault (67%), and drug-related gang crime (56%). Smaller communities may have a lower total number of gang-involved youth and efforts to reduce crime by these individuals may be more targeted towards these offenses.

Table 4.14: Law Enforcement Agencies Reporting Reductions or No Change in Gang-Related Crime by Jurisdiction Size (N=36)

	Under 50,000	50,000 to 74,999	75,000 or Greater
Homicide	50%	33%	78%
Robbery	61	56	56
Aggravated assault	67	56	56
Drug-related	56	33	44

Summary of Impact on Crime

- Few changes in the structure or number of gangs were reported by law enforcement agencies.

- Police departments reported that the average age of gang members appears to be decreasing.

- Community-wide changes in arrests and reported crime do not reflect the potential impact of the Shannon CSI because gang-related crime typically represents a small proportion of total crime.

- About one-third of police departments reported reductions in gang-related aggravated assault or robbery.

- Police departments were least likely to report reductions in drug-related gang crime.

- Law enforcement perceptions of changes in gang-related crime were associated with community size. Agencies in larger communities more often reported decreases in gang-related homicide, while those in smaller communities indicated more frequently that other gang-related crime—aggravated assault, robbery, and drug-related offenses—had decreased.

V. LESSONS LEARNED

Addressing community gang and youth violence issues is certainly not an easy undertaking. Using a comprehensive, multi-disciplinary approach that forces communities to reach across traditional agency silos, share information, and work collectively also brings its own set of challenges. With each community addressing unique gang problems and using their own unique combination of program partners and gang reduction strategy, measuring the impact of the Shannon CSI across the 16 sites and 39 communities was also a significant challenge. However, EOPSS, Northeastern, the Shannon CSI site leadership, and the Shannon CSI program partners continued to work together through these challenges and learned valuable lessons that have improved the Shannon CSI and continue to shape this program moving forward. This section will illustrate several of the Shannon CSI challenges, lessons learned, and promising programs. Since the kind of systematic changes envisioned by the founders of Shannon CSI will take time to implement, it is likely that many results that come about due to the Shannon CSI may not be visible for years.

CHALLENGES

The Shannon CSI grantee partners reported several challenges they confronted when conducting programming.

Challenges Facing Law Enforcement Agencies

The law enforcement survey asked agencies to indicate how serious they felt a series of challenges were to the implementation of their program. Responses of "very serious" and "serious" were totaled to represent those challenges considered more serious. The more serious concerns for law enforcement were the lack of witness and victim cooperation during criminal investigations (58% of agencies), reluctance of community members to provide information (53%), and reluctance of at-risk or gang-involved youth to accept assistance (53%) (see Table 5.1). A lack of agency resources to identify and investigate gang-related crime was also cited by half the agencies (50%). Very few agencies viewed as serious challenges an inability to identify current and potential gang members, lack of agency support for gang-related investigations, or lack of concern by government agencies for at-risk youth.

Table 5.1: Challenges Reported by Law Enforcement Agencies as Very Serious or Serious (N=36)

Challenge	Percent of Agencies
Witness/victim non-cooperation during criminal investigations	58%
Reluctance of community members to provide information	53
Reluctance of at-risk or gang-involved youth to accept assistance	53
Increasing number of gang members	50
Lack of resources within agency to identify and investigate gang-related crimes	50
Increasing number of gangs	47
Witness tampering	44
Lack of awareness about gangs within community	39
Lack of concerns about gangs within community	39
Lack of services for gang-involved and at-risk youth	39
Changing crime patterns	36
General lack of communication and/or poor relationships with youth	20
Inability to identify existence of gang members or potential members	14
Lack of support for gang-related investigations in agency	11
Lack of support or concern for at-risk youth by governmental agencies	6

The reluctance of victims and witnesses to crime to cooperate or otherwise provide information to the police reflects in part a fear of retaliation by gang members. While the extent of this fear may or may not correlate closely with evidence of past retaliation, the fear itself is quite real. Agencies should be careful not to disregard this fear and need to work with the community to address this problem. During an interview, one site representative described the problem in their collaborative: *We still have trouble getting the community involved. Snitching is a major issue and it is tough to get the message through when parents have a different philosophy, especially young parents that tell their kids not to talk to police. Unfortunately, it usually takes a serious tragedy before someone comes forward.*

The challenges faced by agencies differed by community size (see Table 5.2). Those in larger communities were more likely to identify witness tampering or non-cooperation, changing crime patterns, and reluctance of youth to accept assistance as more serious than those in medium or smaller communities. However, agencies in more populous communities were considerably less likely than small or medium communities to be concerned with a lack of awareness about gangs within community or lack of resources within the agency to identify and investigate gang-related crimes. Agencies in medium-sized communities more often considered an increasing number of gang members and lack of services for gang-involved and at-risk youth to be more serious than smaller or larger communities.

Table 5.2: Challenges Reported by Law Enforcement Agencies to be Very Serious or Serious by Community Population

Challenge	Percent Under 50,000 (N=18)	Percent 50,000 to 74,999 (N=9)	Percent 75,000 and Greater (N=9)
Lack of resources within agency to identify and investigate gang-related crimes	61%	67%	11%
Increasing number of gangs	50	44	44
Lack of awareness about gangs in community	50	33	22
Witness/victim non-cooperation during criminal investigations	45	67	78
Increasing number of gang members	44	67	44
Lack of concerns about gangs within community	39	44	33
Reluctance of community to provide information	39	67	67
Reluctance of at-risk or gang-involved youth to accept assistance	33	67	78
Changing crime patterns	28	33	56
Witness tampering	28	44	78
Lack of support for gang-related investigations in agency	22	0	0
Lack of services for gang-involved/at-risk youth	22	67	44
Inability to identify existence of gang members or potential members	17	11	11
General lack of communication and/or poor relationships with youth	17	22	22
Lack of support or concern for at-risk youth by governmental agencies	6	11	0

Challenges Facing Service Providers

Approximately half of the service providers perceived a lack of support or concern for at-risk youth by schools (53%) and reluctance of at-risk youth (50%) to accept assistance as serious challenges (see Table 5.3). There are also several additional challenges expressed by program partners from different sites. One site related that it can be difficult to compete with gangs in providing youth with material goods. *The challenge for us is that we are a place for the youth to be but we cannot give them money and clothes, sneakers, etc. that gangs offer* the representative said. A grantee site representative also discussed how hard it can be to help youth obtain legal employment: *Another challenge is finding jobs for our youth thirteen to fifteen. Most places require youth to be sixteen years of age to be employed. The other programs working with youth have had budget cuts which have affected youth and keeping them off the street in the summer.* As noted earlier, CORI can also be a significant obstacle to employment for youth.

Table 5.3: Challenges Reported by Service Providers to be Very Serious or Serious (N=98)

Challenge	Percent of Agencies
Lack of support or concern for at-risk youth by schools	53%
Reluctance of at-risk youth to accept assistance	50
Lack of resources within your agency to identify and respond to at-risk youth	46
Reluctance of community members to provide information	43
Lack of awareness about gangs within the community	41
Lack of support or concern for at-risk youth by governmental agencies	39
Lack of concern about gangs within the community	38
Lack of collaboration with law enforcement to identify and respond to at-risk youth	34
Inability to identify the existence of gang members within the community	31

Measuring Changes in Gang-Related Crime

The lack of a shared definition of gang members and gang related crime, both nationally and across the Commonwealth, have hindered the ability of EOPSS and the SYVRP to compare gang crime statistics across communities or to assess anti-gang violence efforts. As cross-community collaborations increase, shared definitions of gangs and gang crime may become more widely accepted, allowing for an improved ability to conduct cross-jurisdictional comparisons.

Maintaining Necessary Levels of Services

Funding is a continual challenge to the ongoing operation of many non-profits. Data from the surveys suggest that in addition to facilitating the creation of numerous programs and services, the Shannon CSI has enabled organizations to maintain their level of service provision, itself a significant accomplishment. Grantees have noted that without the Shannon CSI, smaller organizations may not be able to survive. In difficult economic times, there will be a continued need to assist the sites in maintaining the collaborative anti-gang violence focus developed in the first two years of the Shannon CSI.

Additional Challenges

The issues discussed above were common to many of the Shannon CSI sites and communities. During the interviews conducted with personnel from select sites, people mentioned other challenges that likely are applicable to a number of other sites, even if they are not as frequently encountered as the challenges addressed in this section. Illustration 5.1 notes several such challenges.

<div style="border: 1px solid;">

Illustration 5.1:
Challenges Reported During Interviews with Select Sites

Navigating racial politics
There are implications of doing work across institutional entities, especially communities of color working with the police. I have found it difficult (as a person of color) to run this program because we are looked upon harshly by some police for helping the community, just as we are looked upon harshly by some community groups because we do work with the police.

Measuring relationships
It is difficult to capture hidden impact measures like the impact of a youth/adult relationship, or the impact of multi-cultural counseling.

Youth employment
One big challenge is working to get youth employed. There are a lack of jobs out there, many of these youth have CORIs, they have low educational attainment, and those without computer skills can find themselves automatically disqualified because they can not fill out the computer application.

Educational challenges
Some of the youth coming in to our program face significant educational challenges. Some have language barriers, learning disabilities, or have left school at an early age. All of these factors affect how long it may take each student to attain his/her GED.

Disciplining youth receiving services
We need to change the way youth are viewed and the way organizations are handling discipline. Young people are being kicked out of places where they are supposed to be getting help. Exclusion is not a good form of discipline. These youth need to learn to both be accepted and engaged and to be held accountable for their actions.

</div>

PROMISING ACTIVITIES AND RECOMMENDATIONS

When implemented in communities of varying size and demographics, collaborative activities and comprehensive approaches to address gang violence take time to develop and execute, and it can take even longer to determine whether they are effective. After the first two years, the following have been identified as promising activities related to the Shannon CSI.

Increased Collaboration across Shannon CSI Sites
The use of the Comprehensive Gang Model was intended to instill in Shannon CSI communities the need to work across traditional silos. Both law enforcement and service provider partners indicated increases in collaboration with various partners to address gang and youth violence. Program partners who stated they were part of steering committees indicated they benefited from increased referrals from various partners. Numerous sites implemented or expanded programming that brought different agencies together in new ways. For example, several communities conducted collaborative home visits. These visits generally involved a police or probation officer and member of the clergy or social worker making an unannounced appearance at the home of an at-risk young person to meet with the individual and his or her family and have a discussion about the nature of the individual's problems and what resources are available to them. The Shannon CSI also made it possible to initiate or expand school

resource officer programs. Partnerships between the schools and police can be enormously helpful in gaining information about gang activity as well as to provide youth with a positive image of a police officer.

Recommendation: Continue to reinforce the use of and provide technical assistance around the Comprehensive Gang Model and encourage the communities to have a wide variety of groups participate in steering committees.

Increased Programmatic Activities Related to Gang and Youth Violence
Both law enforcement and service providers indicated that they increased activity and the number of clients served. Shannon CSI grants have enabled these organizations to develop new approaches and continue support for existing programs to prevent, intervene with, or suppress gang and youth violence. More than 17,000 were served in out-of-school programs including tutoring, recreational activities and vocational training. Additionally, a number of communities initiated or expanded street outreach worker programs to develop relationships with youth that can interrupt violence before it occurs.

Recommendation: Continue increased levels of service for prevention activity, while refining intervention programs to ensure they address the needs of high-risk and gang-involved youth.

Continued Use of Research and Technical Assistance
Shannon CSI sites indicated benefiting from regular input from the SYVRP and their LARP (where applicable), helping them continue implementation of their programs. While only program directors are required to attend technical assistance meetings, over three-quarters (78%) of law enforcement agencies and over half (51%) of service providers reported that a representative from their agency has attended at least one of these meetings. Overwhelmingly, sites also reported that the quarterly technical assistance meetings were helpful to them. Both law enforcement and service providers indicated initiating or expanding services as a result of technical assistance meetings. An indirect benefit of the technical assistance meetings is the opportunity for program partners from different sites to interact on an informal basis during the meetings and develop cross-site relationships. Finally, research support, provided in conjunction with the Shannon CSI, has led to the robust documentation of program efforts both at the statewide level by the SYVRP and at the local or site level by the LARPs. Documenting efforts and outcomes allows Shannon CSI stakeholders to communicate the Shannon CSI story to policymakers and other constituencies.

Recommendation: Continue support for research and encourage research partners to assist grantees evaluate which aspects of their programs are truly successful and effective. Continue to share research findings across sites to expand learning.

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APPENDED MATERIALS

APPENDIX A: FINANCIAL ANALYSIS FOR YEAR TWO OF THE SHANNON COMMUNITY SAFETY INITIATIVE

The enabling legislation providing funding for the Shannon CSI (see Appendix B) authorized EOPSS to administer $11 million dollars through a competitive grant process to applicants "demonstrating high levels of youth violence, gang problems and substance abuse" and with a commitment to collaborations across law enforcement agencies, government agencies, and community-based organizations. EOPSS funded 16 sites representing 39 municipalities with the amounts shown in Table A.1.

Table A.1: Shannon CSI Award across Grantees

Shannon CSI Grantee	Grant Award
City of Boston	$3,000,000
City of Brockton	$685,000
City of Fall River	$370,000
City of Fitchburg	$175,000
Town of Framingham[25]	$100,000
City of Haverhill	$220,000
City of Holyoke	$890,000
City of Lawrence	$415,000
City of Lowell	$820,000
City of Lynn	$255,000
MAPC	$822,000
City of New Bedford	$1,000,000
City of Salem	$200,000
City of Springfield	$1,400,000
City of Taunton	$38,000
City of Worcester	$510,000
TOTAL	**$10,900,000[26]**

Shannon CSI sites were required to submit a proposed budget to EOPSS detailing how they plan to allocate their grant award. In addition, they were required to submit detailed quarterly fiscal reports to EOPSS. EOPSS used this information to track spending across the five OJJDP strategy areas and by organizational type. Figure A.1 displays Shannon CSI spending across the five OJJDP Comprehensive Gang Model strategy areas.

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[25] New Shannon CSI grant recipient in year two.
[26] The enabling legislation provided EOPSS no more than $100,000 for the administration of the Shannon Grant.

Figure A.1: Year Two Shannon CSI Spending by OJJDP Strategy Area[27]
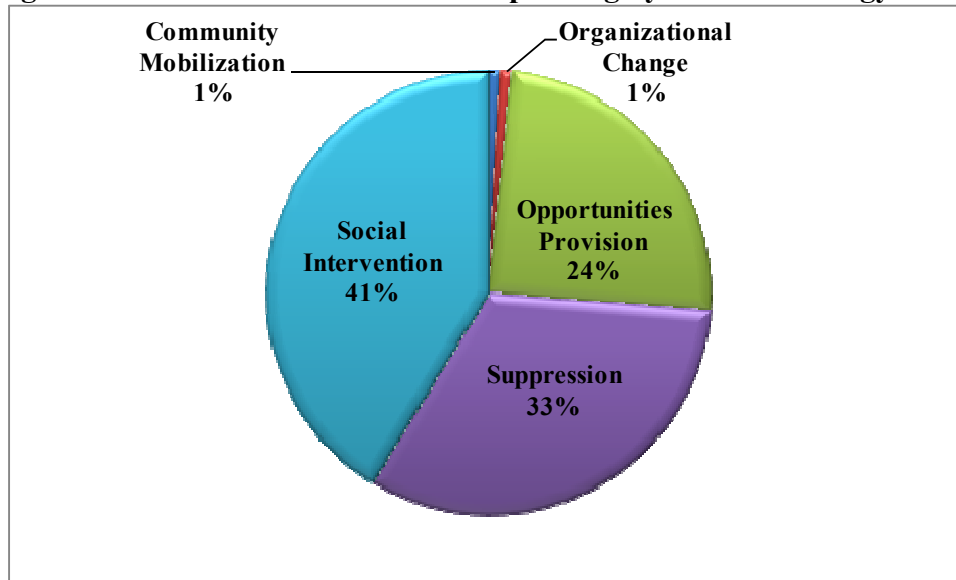
All Shannon CSI program partners were categorized according to the strategy area that they most closely supported. For example, if a program partner provided a range of services to youth, the program partner was coded with the OJJDP strategy area where most resources were spent.

Spending in year two by OJJDP strategy area is consistent with year one.[28] Social intervention programs received the most grant money (41%) and were the most common programs implemented. Approximately one-third of Shannon funding went towards suppression programs (33%). Opportunity provision received approximately one quarter of Shannon dollars (25%). Organizational change and community mobilization programs received far less Shannon CSI funding. This might be a result of these two strategies requiring fewer resources and staffing. The distribution of grant dollars across the five strategies highlights Shannon CSI's commitment to ensure that youth violence problems are addressed in a holistic and comprehensive way by each site.

Figure A.2 illustrates Shannon CSI grant spending by organization type. Spending in year two by organization type are also consistent with year one totals.[29] The majority of Shannon CSI funds went towards non-profits or community-based organizations (56%). Organizations included in this category are small community non-profits as well as larger nationally recognized non-profits such as Boys & Girls Clubs and YMCAs. Much of this spending went towards increasing or staffing to support programs geared towards gang/at-risk youth in their community. Law enforcement agencies received 29% of Shannon CSI grant dollars. Local government, such

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[27] Represents $10,584,750 (97%) of Shannon funding. Does not include $315,248 (3%) spent by communities for administration and management of grant monies.

[28] In year one, Social Intervention equaled 40%, Suppression equaled 33.4%, Opportunities provision equaled 25%, Organizational Change equaled 1%, and Community Mobilization equaled .5% of spending by OJJDP strategy area.

[29] For year one, Community-Based Organizations equaled 56%, Law Enforcement equaled 32%, Local Government equaled 10%, and County Government equaled 3% of spending by agency type.

as mayors' offices (for summer jobs programs), schools, and other municipal agencies, received 10% of the Shannon CSI funds. Just over 4% of the Shannon CSI funds went to county government agencies such as sheriff's and district attorney's offices and probation departments.

Figure A.2: Year Two Shannon CSI Spending by Organization Type[30]

County Government 4%

Local Government 10%

Community-Based Organization 57%

Law Enforcement 29%

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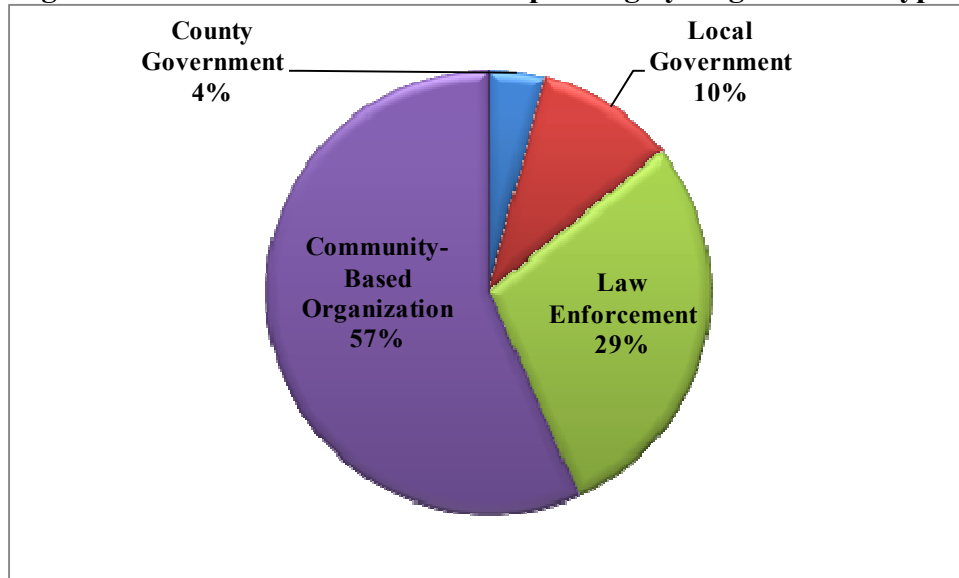
[30] Does not include $47,670 (0.4%) for "Other" spending, and $16,310 (0.1%) for "State Government" spending.

APPENDIX B: ENABLING LEGISLATION CREATING THE SENATOR CHARLES E. SHANNON, JR. COMMUNITY SAFETY INITIATIVE

Chapter 42 of the Acts of 2007
Section 2A

8100-0111

For a grant program to be known as the "Senator Charles E. Shannon, Jr. Community Safety Initiative", to be administered by the executive office of public safety and security, to support regional, multidisciplinary approaches to combat gang violence through coordinated programs for prevention and intervention, coordinated law enforcement, including regional gang task forces and regional crime mapping strategies, focused prosecutions and reintegration strategies for ex-convicts; provided, that the secretary of public safety and security shall distribute grant funds through a competitive grant program that gives preference to applications that:

(1) demonstrate high levels of youth violence, gang problems and substance abuse in a region;

(2) demonstrate a commitment to regional, multijurisdictional strategies to deal with such community safety issues, including written commitments for municipalities, law enforcement agencies, community-based organizations and government agencies to work together;

(3) clearly outline a comprehensive plan for municipalities to work with law enforcement, community-based organizations and government agencies to address gang activity;

(4) make a written commitment to match grant funds with a 25 per cent match provided by either municipal or private contributions; and

(5) identify a local governmental unit to serve as fiscal agent;

provided further, that clusters of municipalities, in partnership with nonprofit organizations and other agencies, including district attorney's offices, may apply for such funds; provided further, that such funds shall be considered one-time and grants awarded to public agencies and shall not annualize into fiscal year 2008 or subsequent years; provided further, that administrative costs for successful grant applications shall not exceed 3 per cent of the value of the grant; provided further, that no grants shall be awarded to the department of state police; provided further, that no grant funds shall be expended on food or beverages; provided further, that the executive office of public safety and security shall publish guidelines and an application for the competitive portion of the grant program not later than August 15, 2007; provided further, that awards shall be made to applicants not later than December 15, 2007; and provided further, that the executive office of public safety and security may expend not more that $100,000 of the sum appropriated in this item for its costs in administering the program........................... $11,000,000

APPENDIX C: SHANNON CSI AWARDEES AND PARTNERING MUNICIPALITIES

Applicant	Partnering Municipalities
City of Boston	Boston
City of Brockton	Brockton
City of Fall River	Fall River
City of Fitchburg	Fitchburg
	Gardner
	Leominster
Town of Framingham[31]	Framingham
	Ashland
Haverhill Police Department	Haverhill
	Methuen
City of Holyoke	Holyoke
	Chicopee
City of Lawrence	Lawrence
City of Lowell	Lowell
City of Lynn	Lynn
Metro Area Planning Council	Cambridge
	Chelsea
	Everett
	Malden
	Medford
	Quincy
	Revere
	Somerville
	Winthrop
City of New Bedford	New Bedford
City of Salem	Beverly
	Danvers
	Essex
	Gloucester
	Marblehead
	Melrose
	Peabody
	Salem
	Saugus
	Swampscott
City of Springfield	Springfield
City of Taunton	Taunton
	Norton
City of Worcester	Worcester

[31] New Shannon CSI grant recipient in year two.

APPENDIX D: RESULTS OF SHANNON CSI YEAR TWO SURVEYS

SHANNON COMMUNITY SAFETY INITIATIVE

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Survey for
LAW ENFORCEMENT

Conducted by:

Northeastern University
Boston, MA 02115
www.irj.neu.edu

Massachusetts Executive Office of Public Safety and Security
Boston, MA 02116
www.mass.gov/eopss

FREQUENTLY ASKED QUESTIONS

Why is this survey being conducted?

This survey is designed to provide information about the impact of the Senator Charles E. Shannon Jr. Community Safety Initiative (Shannon CSI) on participating law enforcement agencies that are included in the sixteen partnering Shannon collaboratives. The results from the surveys will be included in the second annual Shannon CSI comprehensive report.

What agencies are involved in the survey?

Law enforcement agencies from 39 cities and towns participating in the Shannon CSI grant throughout Massachusetts.

Who should complete the survey?

This survey should be completed by either the Chief or the highest ranking individual within your agency who has the most experience investigating gang-related activity within the community that you serve.

When is this survey due?

This survey shall be completed and returned no later than **Friday, November 14, 2008**. *Please see the last page which includes different options for returning the completed survey.*

When did funding for the Shannon CSI begin?

For all sites, funding from the Shannon CSI began August of 2006 *with the exception of Framingham*, which began in September of 2007.

Why is your participation important?

We need complete information from a wide range of agencies that have been participating in Shannon CSI in order to accurately begin to assess the impact of Shannon CSI during the first two years of the Shannon CSI grant.

What security and confidentiality protections are in place for this study?

Federal law prohibits us from disclosing any information that could identify any person or agency involved in a case, or any person or agency who responds to this survey. Also, information that could link a specific agency with any data gathered will be accessible only to the researchers, all of whom have signed non-disclosure agreements, as required by federal law. Further, federal law states that information gathered for research studies is immune from legal process, including subpoenas, and may be used for statistical studies only.

Who can we contact for questions or if we want a summary of the survey results?

If you have questions about the survey or would like a summary of the results of the survey, please contact Stephanie Fahy (Northeastern University) at 617-373-2176 (s.fahy@neu.edu) or James Stark (Executive Office of Public Safety and Security) at 617-725-3354 (james.stark@state.ma.us).

Definitions of what constitutes a "gang", "gang member" and "gang crime" may vary by jurisdiction. It will help us to understand your survey responses if we understand how each of these is defined by your agency.

1) Does your agency have a specific definition of what constitutes a "gang"?

   ○ Yes   (17 / 47.2%)
   ○ No (If no, skip to **QUESTION 2**)   (16 / 44.4%)
   Missing   (3 / 8.3%)

   1A)   Please provide the definition below (*if mailing or faxing your responses, you may also attach the definition on a separate sheet of paper*):

   _____

2) Agencies may define what constitutes a "gang member" in a number of different ways. In what way does your agency define a gang member? (**Check all that apply**)

   ☐ Individual self identifies   (32 / 88.9%)
   ☐ Individual displays gang signs/colors (through clothing, tattoos, etc)   (29 / 80.6%)
   ☐ Individual associates with others persons identified as gang members   (27 / 75.0%)
   ☐ Individual commits crimes with persons identified as gang members   (26 / 72.2%)
   ☐ Other: _____   (2 / 5.6%)
   ☐ We have a specific definition of gang member (**Please provide the definition below**)   (4 / 11.1%)

   _____

3) Agencies may define what constitutes a "gang crime" in a number of different ways. In what way does your agency define a gang crime? (**Check all that apply**)

   ☐ Any crime which has been identified by a gang officer or unit   (16 / 44.4%)
   ☐ Any crime which is committed as a result of gang activity   (31 / 86.1%)
   ☐ Any crime committed by a gang member   (24 / 66.7%)
   ☐ Any crime where the victim is a gang member   (15 / 41.7%)
   ☐ Other: _____   (2 / 5.6%)
   ☐ We have a specific definition of gang member (**Please provide the definition below**)   (4 / 11.1%)

   _____

4) Does your agency currently utilize a gang database?

   ○ Yes   (19 / 52.8%)
   ○ No (If no, skip to **SECTION 1**)   (17 / 47.2%)
   Missing   (0 / 0.0%)

   4A)   Was the gang database implemented as a result of the funding provided by the Shannon CSI?
            ○ Yes   (3 / 8.3%)
            ○ No   (18 / 50.0%)
            Missing   (15 / 41.7%)

   4B)   What year was the gang database implemented?   ____ ____ ____ ____

   4C)   Is the gang database computerized?
            ○ Yes   (18 / 50.0%)
            ○ No   (3 / 8.3%)
            Missing   (15 / 41.7%)

◆━━━━━━━◆

Prevalence and Characteristics of Gang Activity in your Community

The following questions are designed to get at your perception of the prevalence of the following gang-related crimes that may have occurred since the inception of the Shannon CSI.

1) Based on your experience, since the implementation of the Shannon CSI in your community please indicate whether the following **gang-related crimes** have *'Significantly Increased'*, *'Increased'*, *'Stayed the same'*, *'Decreased'*, or *'Significantly Decreased'*. You may also indicate if you are *'Unsure'* or if the response is *'Not Applicable'* to your community by filling in the appropriate bubble.

Gang-Related Crimes	Significantly Increased	Increased	Stayed the same	Decreased	Significantly Decreased	Unsure	N/A	Missing
Homicides	O (0 / 0.0%)	O (4 / 11.1%)	O (11 / 30.6%)	O (7 / 19.4%)	O (1 / 2.8%)	O (2 / 5.6%)	O (9 / 25.0%)	(2 / 5.6%)
Robberies	O (1 / 2.8%)	O (6 / 16.7%)	O (10 / 27.8%)	O (10 / 27.8%)	O (1 / 2.8%)	O (3 / 8.3%)	O (3 / 8.3%)	(2 / 5.6%)
Aggravated Assaults	O (2 / 5.6%)	O (5 / 13.9%)	O (9 / 25.0%)	O (12 / 33.3%)	O (1 / 2.8%)	O (4 / 11.1%)	O (1 / 2.8%)	(2 / 5.6%)
Drug Related Crimes	O (0 / 0.0%)	O (8 / 22.2%)	O (13 / 36.1%)	O (4 / 11.1%)	O (0 / 0.0%)	O (7 / 19.4%)	O (2 / 5.6%)	(2 / 5.6%)

2) Approximately how many gangs were active in your jurisdiction **prior to** the Shannon CSI?

- O 0 (1 / 2.8%)
- O 1-5 (18 / 50.0%)
- O 6-10 (9 / 25.0%)
- O 11-25 (3 / 8.3%)
- O 16-25 (2 / 5.6%)
- O 26 or more (2 / 5.6%)

Missing (1 / 2.8%)

3) Approximately how many gangs are **currently** active in your jurisdiction?

- O 0 (1 / 2.8%)
- O 1-5 (19 / 52.8%)
- O 6-10 (8 / 22.2%)
- O 11-15 (3 / 8.3%)
- O 16-25 (3 / 8.3%)
- O 26 or more (2 / 5.6%)

Missing (0 / 0.0%)

4) Based on your experience, what is the average age of gang members **currently** identified within your jurisdiction?

- O Less than 14 years old (1 / 2.8%)
- O 14-18 years old (22 / 61.1%)
- O 19-24 years old (10 / 27.8%)
- O 25-29 years old (0 / 0.0%)
- O 30 years or older (1 / 2.8%)

Missing (2 / 5.6%)

5) Based on your experience, what is the approximate racial/ethnic makeup of gang members **currently** identified within your jurisdiction?

White	____ ____ ____	%
Black	____ ____ ____	%
Hispanic	____ ____ ____	%
Asian	____ ____ ____	%
Native American	____ ____ ____	%
Other	____ ____ ____	%
TOTAL	**1 0 0**	**%**

SECTION 2

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Community Partners/Collaboration

The following questions address the current relationships between your agency and various agencies and organizations within your community.

1) Is your agency part of a Shannon CSI steering committee?

    ○ No (If no, skip to **QUESTION #3**) (18 / 50.0%)
    ○ Yes (If yes, please indicate which organizations are represented on the steering committee.) (17 / 47.2%)

☐ Municipal Law Enforcement (19 / 52.8%)	☐ Service Providers (9 / 25.0%)
☐ State Police (2 / 5.6%)	☐ Politicians (3 / 8.3%)
☐ Sheriff's Department (3 / 8.3%)	☐ Schools (14 / 38.9%)
☐ FBI or other federal law enforcement (2 / 5.6%)	☐ Neighborhood Associations (9 / 25.0%)
☐ District/County/State Attorney (5 / 13.9%)	☐ Government Agencies (7 / 19.4%)
☐ Community Organizations (15 / 41.7%)	☐ Other (please specify): _____ (2 / 5.6%)

2) What year did your agency become a member of the Shannon CSI steering committee?

3) **Since the implementation of the Shannon CSI**, please indicate whether your agency's level of collaboration with the following groups or organizations has *'Increased'*, *'Stayed the same'*, or *'Decreased'*. You may also indicate if you are *'Unsure'* or if the response is *'Not Applicable'* to your agency by filling in the appropriate bubble.

Groups/Organizations	Increased	Stayed the same	Decreased	Unsure	N/A	Missing
School resource officers	○ (25 / 69.4%)	○ (7 / 19.4%)	○ (1 / 2.8%)	○ (0 / 0.0%)	○ (2 / 5.6%)	(1 / 2.8%)
School officials	○ (30 / 83.3%)	○ (5 / 13.9%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (0 / 0.0%)	(1 / 2.8%)
Parole officers	○ (16 / 44.4%)	○ (18 / 50.0%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (0 / 0.0%)	(2 / 5.6%)
Corrections officers	○ (10 / 27.8%)	○ (21 / 58.3%)	○ (0 / 0.0%)	○ (1 / 2.8%)	○ (2 / 5.6%)	(2 / 5.6%)
Probation officers	○ (22 / 61.1%)	○ (13 / 36.1%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (0 / 0.0%)	(1 / 2.8%)
Neighborhood block organizations (e.g., Main Street & Washington Streets)	○ (13 / 36.1%)	○ (16 / 44.4%)	○ (0 / 0.0%)	○ (3 / 8.3%)	○ (2 / 5.6%)	(2 / 5.6%)
Business owners	○ (13 / 36.1%)	○ (20 / 55.6%)	○ (0 / 0.0%)	○ (1 / 2.8%)	○ (0 / 0.0%)	(2 / 5.6%)
Other police departments	○ (29 / 80.6%)	○ (5 / 13.9%)	○ (1 / 2.8%)	○ (0 / 0.0%)	○ (0 / 0.0%)	(1 / 2.8%)
Federal agencies	○ (13 / 36.1%)	○ (19 / 52.8%)	○ (0 / 0.0%)	○ (3 / 8.3%)	○ (0 / 0.0%)	(1 / 2.8%)
Prosecutors	○ (17 / 47.2%)	○ (17 / 47.2%)	○ (0 / 0.0%)	○ (1 / 2.8%)	○ (0 / 0.0%)	(1 / 2.8%)
DYS officials	○ (21 / 58.3%)	○ (12 / 33.3%)	○ (0 / 0.0%)	○ (2 / 5.6%)	○ (0 / 0.0%)	(2 / 5.6%)
DCF (formerly DSS) officials	○ (16 / 44.4%)	○ (16 / 44.4%)	○ (0 / 0.0%)	○ (2 / 5.6%)	○ (0 / 0.0%)	(2 / 5.6%)
Street outreach workers	○ (15 / 41.7%)	○ (13 / 36.1%)	○ (0 / 0.0%)	○ (1 / 2.8%)	○ (5 / 13.9%)	(2 / 5.6%)
Service providers (e.g., case managers, re-entry specialists)	○ (12 / 33.3%)	○ (17 / 47.2%)	○ (0 / 0.0%)	○ (2 / 5.6%)	○ (3 / 8.3%)	(2 / 5.6%)
Other (please specify): _____	○ (3 / 8.3%)	○ (1 / 2.8%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (2 / 5.6%)	(30 / 83.3%)

◆━━━━━━━◆

Overall Preparedness for Gang Member Identification and
Response to Gang-Related Activity

The following questions address preparedness for gang member identification and response to gang- related activity.

1) How would you identify the type of gangs in the community you serve?
   (**Check all that apply**)
   ☐ National gangs (e.g., Latin Kings, Gangster Disciples) (22 / 61.1%)
   ☐ Street-based gangs (e.g., neighborhood gangs) (32 / 88.9%)
   ☐ Hybrid gangs (loosely organized groups consisting of individuals of various ethnicities) (25 / 69.4%)
   ☐ Other (please specify): _____ (4 / 11.1%)

2) Since the inception of the Shannon CSI, how would you identify any changes in the general gang structure in the community you serve?
   ○ Remains strong/organized (4 / 11.1%)
   ○ Has become stronger/more organized (2 / 5.6%)
   ○ Remains loose/unorganized (22 / 61.1%)
   ○ Has become weaker/less organized (5 / 13.9%)
   ○ Other (please specify): _____ (3 / 8.3%)

3) Please indicate whether any of the following actions or programs have been '*Initiated*' or '*Expanded'* by your agency as a **direct result of funding provided by the Shannon CSI**. You may also indicate if the response is '*Not Applicable'* to your agency by filling in the appropriate bubble. (For any responses indicated as *'Not Applicable'*, please answer **QUESTION 3A**)

Action or Program	Initiated	Expanded	N/A	Missing
Utilization of a crime analyst	○ (6 / 16.7%)	○ (13 / 36.1%)	○ (14 / 38.9%)	(3 / 8.3%)
Data driven hot spot patrols	○ (8 / 22.2%)	○ (18 / 50.0%)	○ (7 / 19.4%)	(3 / 8.3%)
Community policing in neighborhoods with high levels of gang crime	○ (6 / 16.7%)	○ (19 / 52.8%)	○ (8 / 22.2%)	(3 / 8.3%)
Implementation of a formal procedure or protocol to respond to at-risk or gang-involved youth	○ (10 / 27.8%)	○ (10 / 27.8%)	○ (13 / 36.1%)	(3 / 8.3%)
Collaboration with street outreach workers	○ (11 / 30.6%)	○ (8 / 22.2%)	○ (15 / 41.7%)	(2 / 5.6%)
Participation in community-wide meetings to address gang violence	○ (9 / 25.0%)	○ (16 / 44.4%)	○ (9 / 25.0%)	(2 / 5.6%)
Directed overtime to investigate gang- related crimes	○ (8 / 22.2%)	○ (18 / 50.0%)	○ (7 / 19.4%)	(3 / 8.3%)
Gang unit within the police department	○ (6 / 16.7%)	○ (11 / 30.6%)	○ (14 / 38.9%)	(5 / 13.9%)
School resource officer in middle schools	○ (6 / 16.7%)	○ (11 / 30.6%)	○ (15 / 41.7%)	(4 / 11.1%)
School resource officer in high schools	○ (3 / 8.3%)	○ (13 / 36.1%)	○ (16 / 44.4%)	(4 / 11.1%)
Identified Youth List	○ (10 / 27.8%)	○ (13 / 36.1%)	○ (10 / 27.8%)	(3 / 8.3%)
Gang identification or gang awareness training for community residents	○ (6 / 16.7%)	○ (13 / 36.1%)	○ (14 / 38.9%)	(3 / 8.3%)
Ride-alongs with outside agencies (e.g., Parole, DYS)	○ (8 / 22.2%)	○ (16 / 44.4%)	○ (9 / 25.0%)	(3 / 8.3%)
Participation in intelligence sharing with neighboring police departments	○ (6 / 16.7%)	○ (25 / 69.4%)	○ (3 / 8.3%)	(2 / 5.6%)
Other (please specify): _____	○ (0 / 0.0%)	○ (2 / 5.6%)	○ (3 / 8.3%)	(31 / 86.1%)

3A) Please indicate whether each of the following actions or programs are '*Already Implemented*', '*Planned for Implementation*', or '*Should be Implemented*' by your agency. ('*Should be implemented*' may include programs that you would implement if you had sufficient resources.) You may also indicate if it is '*Unnecessary*' for your jurisdiction.

Action or Program	Already Implemented	Planned for Implementation	Should be Implemented	Unnecessary	Missing
Utilization of a crime analyst	O (22 / 61.1%)	O (1 / 2.8%)	O (8 / 22.2%)	O (2 / 5.6%)	(3 / 8.3%)
Data driven hot spot patrols	O (25 / 69.4%)	O (1 / 2.8%)	O (6 / 16.7%)	O (1 / 2.8%)	(3 / 8.3%)
Community policing in neighborhoods with high levels of gang crime	O (21 / 58.3%)	O (3 / 8.3%)	O (5 / 13.9%)	O (4 / 11.1%)	(3 / 8.3%)
Implementation of a formal procedure or protocol to respond to at-risk or gang-involved youth	O (12 / 33.3%)	O (7 / 19.4%)	O (13 / 36.1%)	O (0 / 0.0%)	(4 / 11.1%)
Collaboration with street outreach workers	O (17 / 47.2%)	O (3 / 8.3%)	O (8 / 22.2%)	O (5 / 13.9%)	(3 / 8.3%)
Participation in community-wide meetings to address gang violence	O (23 / 63.9%)	O (1 / 2.8%)	O (7 / 19.4%)	O (2 / 5.6%)	(3 / 8.3%)
Implementation of directed overtime to investigate gang-related crimes	O (26 / 72.2%)	O (1 / 2.8%)	O (5 / 13.9%)	O (1 / 2.8%)	(3 / 8.3%)
Gang unit within the police department	O (20 / 55.6%)	O (1 / 2.8%)	O (6 / 16.7%)	O (6 / 16.7%)	(3 / 8.3%)
School resource officer in middle schools	O (26 / 72.2%)	O (1 / 2.8%)	O (6 / 16.7%)	O (0 / 0.0%)	(3 / 8.3%)
School resource officer in high schools	O (28 / 77.8%)	O (1 / 2.8%)	O (3 / 8.3%	O (1 / 2.8%)	(3 / 8.3%)
Identified Youth List	O (24 / 66.7%)	O (2 / 5.6%)	O (6 / 16.7%)	O (1 / 2.8%)	(3 / 8.3%)
Gang identification or gang awareness training for community residents	O (18 / 50.0%)	O (1 / 2.8%)	O (11 / 30.6%)	O (1 / 2.8%)	(5 / 13.9%)
Ride-alongs with outside agencies (e.g., Parole, DYS)	O (24 / 66.7%)	O (0 / 0.0%)	O (6 / 16.7%)	O (2 / 5.6%)	(4 / 11.1%)
Participation in intelligence sharing with neighboring police departments	O (33 / 91.7%)	O (0 / 0.0%)	O (0 / 0.0%)	O (0 / 0.0%)	(3 / 8.3%)
Other (please specify): _____	O (1 / 2.8%)	O (0 / 0.0%)	O (0 / 0.0%)	O (1 / 2.8%)	(34 / 94.4%)

4) Have Shannon CSI funds been used to train members of your agency on how to identify and/or respond to gang-related activities?

- O Yes (18 / 50.0%)
- O No (If no, skip to **QUESTION 8**) (15 / 41.7%)
- O No , but training was done prior to the implementation of the Shannon CSI (skip to **QUESTION 8**) (3 / 8.3%)

5) Have Shannon CSI funds been used to implement any of the following types of training within your agency? **(Check all the apply)**

☐ Gang Resistance Education and Training (GREAT) (4 / 11.1%)
☐ In service training (9 / 25.0%)
☐ New recruit training (3 / 8.3%)
☐ Roll call briefing (15 / 41.7%)
☐ Publications (5 / 13.9%)
☐ Online/web-based training program (1 / 2.8%)
☐ Regional conferences (10 / 27.8%)
☐ National conferences (3 / 8.3%)
☐ Offsite professional training (9 / 25.0%)
☐ Other (please specify): _____ (0 / 0.0%)

6) Please indicate the subject matter for the Shannon CSI funded trainings implemented within your agency. **(Check all that apply)**

☐ Gang identification (17 / 47.2%)
☐ Gang intervention (17 / 47.2%)
☐ Communicating with at-risk youth (12 / 33.3%)
☐ When and where to refer high-risk/gang-involved youth (as opposed to arresting them) (7 / 19.4%)
☐ Other (please specify): _____ (1 / 2.8%)

7) What was the source of the training? **(Check all that apply)**

☐ Statewide curriculum (6 / 16.7%)
☐ Department of Justice curriculum (7 / 19.4%)
☐ Regional Community Policing Institute (RCPI) (4 / 11.1%)
☐ Independent consultant/trainer (7 / 19.4%)
☐ Community-based agency/service provider (8 / 22.2%)
☐ Other (please specify): _____ (3 / 8.3%)

8) Have you or any members of your agency attended any of the Shannon CSI quarterly technical assistance meetings?

○ Yes (28 / 77.8%)
○ No (If no, skip to **QUESTION 11**) (8 / 22.2%)
Missing (0 / 0.0%)

9) How helpful do you find the Shannon CSI quarterly technical assistance meetings?

○ Very helpful (7 / 19.4%)
○ Helpful (13 / 36.1%)
○ Somewhat helpful (7 / 19.4%)
○ Not helpful (If chosen, please answer **QUESTION 9A**) (0 / 0.0%)
○ N/A (5 / 13.9%)
Missing (4 /11.1)

9A)   If you did not find the Shannon CSI quarterly technical assistance meetings helpful, please explain how you think they could be improved.

10) Please indicate whether any of the following strategies for addressing gang-involved youth were 'Initiated' or 'Expanded' by your agency as a **direct result of information provided at the Shannon CSI quarterly technical assistance meetings**. You may also indicate if the response is 'Not Applicable' to your agency by filling in the appropriate bubble.

Strategies for Addressing Gang-Involved Youth	Initiated	Expanded	N/A	Missing
Hot spot patrols	○ (4 / 11.1%)	○ (14 / 38.9%)	○ (9 / 25.0%)	(9 / 25.0%)
Use of "identified youth" lists	○ (9 / 25.0%)	○ (8 / 22.2%)	○ (10 / 27.8%)	(9 / 25.0%)
Collaboration with prosecution and probation	○ (5 / 13.9%)	○ (12 / 33.3%)	○ (10 / 27.8%)	(9 / 25.0%)
Regular meetings to share gang intelligence	○ (8 / 22.2%)	○ (13 / 36.1%)	○ (6 / 16.7%)	(9 / 25.0%)
Collaboration with service providers	○ (8 / 22.2%)	○ (11 / 30.6%)	○ (9 / 25.0%)	(8 / 22.2%)
Collaboration with street outreach workers	○ (9 / 25.0%)	○ (7 / 19.4%)	○ (12 / 33.3%)	(8 / 22.2%)
Collaboration with other police departments	○ (6 / 16.7%)	○ (15 / 41.7%)	○ (7 / 19.4%)	(8 / 22.2%)
Community dialogue with at-risk youth	○ (7 / 19.4%)	○ (9 / 25.0%)	○ (11 / 30.6%)	(9 / 25.0%)
Community dialogue with neighborhood organizations	○ (4 / 11.1%)	○ (11 / 30.6%)	○ (12 / 33.3%)	(9 / 25.0%)
Other (please specify):	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (3 / 8.3%)	(33 / 91.7%)

11) Please indicate how effective your agency finds the following strategies in addressing gang-involved youth within your community. You may also indicate if you are 'Unsure' or if the response is 'Not Applicable' to your agency by filling in the appropriate bubble.

Strategies for Addressing Gang-Involved Youth	Extremely Helpful	Helpful	Somewhat Helpful	Not Helpful	Unsure	N/A	Missing
Hot spot patrols	○ (19 / 52.8%)	○ (10 / 27.8%)	○ (3 / 8.3%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (2 / 5.6%)	(2 / 5.6%)
Implementation of school resource officers	○ (22 / 61.1%)	○ (10 / 27.8%)	○ (1 / 2.8%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (1 / 2.8%)	(2 / 5.6%)
Use of "identified youth" lists	○ (12 / 33.3%)	○ (14 / 38.9%)	○ (2 / 5.6%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (6 / 16.7%)	(2 / 5.6%)
Collaboration with prosecution and probation	○ (17 / 47.2%)	○ (10 / 27.8%)	○ (3 / 8.3%)	○ (0 / 0.0%)	○ (1 / 2.8%)	○ (2 / 5.6%)	(3 / 8.3%)
Regular meetings to share gang intelligence	○ (23 / 63.9%)	○ (9 / 25.0%)	○ (2 / 5.6%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (0 / 0.0%)	(2 / 5.6%)
Collaboration with service providers	○ (11 / 30.6%)	○ (13 / 36.1%)	○ (4 / 11.1%)	○ (0 / 0.0%)	○ (3 / 8.3%)	○ (3 / 8.3%)	(2 / 5.6%)
Collaboration with street outreach workers	○ (9 / 25.0%)	○ (9 / 25.0%)	○ (2 / 5.6%)	○ (1 / 2.8%)	○ (2 / 5.6%)	○ (11 / 30.6%)	(2 / 5.6%)
Collaboration with other police departments	○ (21 / 58.3%)	○ (12 / 33.3%)	○ (1 / 2.8%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (0 / 0.0%)	(2 / 5.6%)
Community dialogue with at-risk youth	○ (12 / 33.3%)	○ (10 / 27.8%)	○ (4 / 11.1%)	○ (0 / 0.0%)	○ (3 /8.3%)	○ (5 / 13.9%)	(2 / 5.6%)
Community dialogue with neighborhood organizations	○ (12 / 33.3%)	○ (11 / 30.6%)	○ (4 / 11.1%)	○ (0 / 0.0%)	○ (4 / 11.1%)	○ (3 / 8.3%)	(2 / 5.6%)
Other (please specify):	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (2 / 5.6%)	(34 / 94.4%)

12) **Since the implementation of the Shannon CSI**, please indicate the likelihood that each of the following sources of information would be used by your agency to identify gang-related crime in your community. You may also indicate if you are '*Unsure*' or if the response is '*Not Applicable*' by filling in the appropriate bubble.

Sources of Information	Very Likely	Likely	Somewhat Likely	Not Likely	Unsure	N/A	Missing
Calls for service	O (15 / 41.7%)	O (15 / 41.7%)	O (3 / 8.3%)	O (1 / 2.8%)	O (1 / 2.8%)	O (0 / 0.0%)	(1 / 2.8%)
Alerts from advocacy groups/victim service groups	O (9 / 25.0%)	O (15 / 41.7%)	O (5 / 13.9%)	O (3 / 8.3%)	O (1 / 2.8%)	O (2 / 5.6%)	(1 / 2.8%)
Tips from members of the community	O (16 / 44.4%)	O (12 / 33.3%)	O (6 / 16.7%)	O (0 / 0.0%)	O (1 / 2.8%)	O (0 / 0.0%)	(1 / 2.8%)
Tips from informant or co-conspirator	O (19 / 52.8%)	O (8 / 22.2%)	O (4 / 11.1%)	O (2 / 5.6%)	O (2 / 5.6%)	O (0 / 0.0%)	(1 / 2.8%)
Media reports	O (3 / 8.3%)	O (4 / 11.1%)	O (13 / 36.1%)	O (12 / 33.3%)	O (2 / 5.6%)	O (1 / 2.8%)	(1 / 2.8%)
Investigation for other crimes (e.g., prostitution, drugs)	O (14 / 38.9%)	O (13 / 36.1%)	O (7 / 19.4%)	O (0 / 0.0%)	O (1 / 2.8%)	O (0 / 0.0%)	(1 / 2.8%)
Surveillance/covert operations	O (17 / 47.2%)	O (10 / 27.8%)	O (7 / 19.4%)	O (0 / 0.0%)	O (0 / 0.0%)	O (0 / 0.0%)	(2 / 5.6%)
Hot spot analysis	O (19 / 52.8%)	O (11 / 30.6%)	O (2 / 5.6%)	O (1 / 2.8%)	O (1 / 2.8%)	O (1 / 2.8%)	(1 / 2.8%)
Patrol in high crime neighborhoods	O (19 / 52.8%)	O (13 / 36.1%)	O (2 / 5.6%)	O (0 / 0.0%)	O (0 / 0.0%)	O (1 / 2.8%)	(1 / 2.8%)
Referrals from schools	O (20 / 55.6%)	O (11 / 30.6%)	O (4 / 11.1%)	O (0 / 0.0%)	O (0 / 0.0%)	O (0 / 0.0%)	(1 / 2.8%)
School resource officers	O (24 / 66.7%)	O (8 / 22.2%)	O (1 / 2.8%)	O (1 / 2.8%)	O (0 / 0.0%)	O (1 / 2.8%)	(1 / 2.8%)
Joint police/probation/parole home visits	O (20 / 55.6%)	O (8 / 22.2%)	O (5 / 13.9%)	O (0 / 0.0%)	O (1 / 2.8%)	O (1 / 2.8%)	(1 / 2.8%)
Other (please specify): _____	O (0 / 0.0%)	O (0 / 0.0%)	O (0 / 0.0%)	O (0 / 0.0%)	O (0 / 0.0%)	O (1 / 2.8%)	(35 / 97.2%)

13) Based on your experience, please indicate how serious the following challenges are for your agency in addressing gang- related crimes within your community. You may also indicate if you are '*Unsure*' by filling in the appropriate bubble.

Challenges to Addressing Gang-Related Crimes in your Community	Very Serious	Serious	Somewhat Serious	Not Serious	Unsure	Missing
Changing crime patterns	○ (4 / 11.1%)	○ (9 / 25.0%)	○ (16 / 44.4%)	○ (4 / 11.1%)	○ (2 / 5.6%)	(1 / 2.8%)
Increasing number of gangs	○ (8 / 22.2%)	○ (9 / 25.0%)	○ (10 / 27.8%)	○ (5 / 13.9%)	○ (3 / 8.3%)	(1 / 2.8%)
Increasing number of gang members	○ (8 / 22.2%)	○ (10 / 27.8%)	○ (11 / 30.6%)	○ (4 / 11.1%)	○ (2 / 5.6%)	(1 / 2.8%)
Lack of awareness about gangs within the community that you serve	○ (6 / 16.7%)	○ (8 / 22.2%)	○ (9 / 25.0%)	○ (12 / 33.3%)	○ (0 / 0.0%)	(1 / 2.8%)
Lack of concern about gangs within the community that you serve	○ (4 / 11.1%)	○ (10 / 27.8%)	○ (9 / 25.0%)	○ (12 / 33.3%)	○ (0 / 0.0%)	(1 / 2.8%)
Lack of support for gang related investigations among officers within	○ (1 / 2.8%)	○ (3 / 8.3%)	○ (7 / 19.4%)	○ (20 / 55.6%)	○ (3 / 8.3%)	(2 / 5.6%)
Inability to identify the existence of gang members or potential gang	○ (1 / 2.8%)	○ (4 / 11.1%)	○ (11 / 30.6%)	○ (19 / 52.8%)	○ (0 / 0.0%)	(1 / 2.8%)
Lack of resources within your agency to identify and investigate gang-related	○ (5 / 13.9%)	○ (13 / 36.1%)	○ (9 / 25.0%)	○ (8 / 22.2%)	○ (0 / 0.0%)	(1 / 2.8%)
Reluctance of community members to provide information	○ (9 / 25.0%)	○ (10 / 27.8%)	○ (12 / 33.3%)	○ (4 / 11.1%)	○ (0 / 0.0%)	(1 / 2.8%)
Reluctance of at-risk or gang-involved youth to accept assistance	○ (6 / 16.7%)	○ (13 / 36.1%)	○ (13 / 36.1%)	○ (1 / 2.8%)	○ (2 / 5.6%)	(1 / 2.8%)
Lack of support or concern for at-risk youth by governmental agencies	○ (0 / 0.0%)	○ (2 / 5.6%)	○ (14 / 38.9%)	○ (16 / 44.4%)	○ (3 / 8.3%)	(1 / 2.8%)
General lack of communication and/or poor relationships with youth	○ (2 / 5.6%)	○ (5 / 13.9%)	○ (19 / 52.8%)	○ (8 / 22.2%)	○ (1 / 2.8%)	(1 / 2.8%)
Lack of services for gang-involved and at-risk youths	○ (4 / 11.1%)	○ (10 / 27.8%)	○ (14 / 38.9%)	○ (3 / 8.3%)	○ (4 / 11.1%)	(1 / 2.8%)
Witness Tampering	○ (8 / 22.2%)	○ (8 / 22.2%)	○ (12 / 33.3%)	○ (4 / 11.1%)	○ (3 / 8.3%)	(1 / 2.8%)
Witness/Victim non-cooperation during criminal investigation	○ (13 / 36.1%)	○ (8 / 22.2%)	○ (7 / 19.4%)	○ (3 / 8.3%)	○ (3 / 8.3%)	(2 / 5.6%)
Other (please specify): _____	○ (1 / 2.8%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (1 / 2.8%)	(34 / 94.4%)

**Risk Factors for Gang Involvement, Preventing Youth/Gang Crime,
and Trends in Crime Patterns/Gang Membership**

*The following questions are designed to provide us with background information on the causes of gang-related activity and
how gang membership and crime patterns have changed in your community.*

1) What is the likelihood that the following factors would contribute to gang involvement in the community that you
serve? You may also indicate if you are '*Unsure*' by filling in the appropriate bubble.

Factors Contributing to Gang Involvement	Very Likely	Likely	Somewhat Likely	Not Likely	Unsure	Missing
Give a feeling of social belonging	O (21 / 58.3%)	O (9 / 25.0%)	O (3 / 8.3%)	O (0 / 0.0%)	O (2 / 5.6%)	(1 / 2.8%)
Provide protection	O (17 / 47.2%)	O (11 / 30.6%)	O (5 / 13.9%)	O (0 / 0.0%)	O (2 / 5.6%)	(1 / 2.8%)
Coerced or forced to join	O (4 / 11.1%)	O (8 / 22.2%)	O (14 / 38.9%)	O (6 / 16.7%)	O (3 / 8.3%)	(1 / 2.8%)
Opportunity to make money (e.g., selling drugs)	O (9 / 25.0%)	O (16 / 44.4%)	O (6 / 16.7%)	O (2 / 5.6%)	O (2 / 5.6%)	(1 / 2.8%)
Increased status/respect	O (15 / 41.7%)	O (16 / 44.4%)	O (3 / 8.3%)	O (0 / 0.0%)	O (1 / 2.8%)	(1 / 2.8%)
Other (please specify): _____	O (0 / 0.0%)	O (0 / 0.0%)	O (0 / 0.0%)	O (0 / 0.0%)	O (1 / 2.8%)	(35 / 97.2%)

2) What is the likelihood that each of the following individuals/groups contributes to increased gang involvement in the
community that you serve? You may also indicate if you are '*Unsure*' by filling in the appropriate bubble.

Individuals/Groups Contributing to Gang Involvement	Very Likely	Likely	Somewhat Likely	Not Likely	Unsure	Missing
Ex-offenders	O (9 / 25.0%)	O (14 / 38.9%)	O (7 / 19.4%)	O (2 / 5.6%)	O (3 / 8.3%)	(1 / 2.8%)
Former gang members	O (9 / 25.0%)	O (13 / 36.1%)	O (8 / 22.2%)	O (2 / 5.6%)	O (3 / 8.3%)	(1 / 2.8%)
National gangs (e.g., Latin Kings, Gangster Disciples)	O (6 / 16.7%)	O (14 / 35.0%)	O (10 / 25.0%)	O (6 / 15.0%)	O (2 / 5.0%)	(1 / 2.8%)
Gangs from other communities	O (10 / 25.0%)	O (14 / 35.0%)	O (11 / 27.5%)	O (3 / 7.5%)	O (2 / 5.0%)	(1 / 2.8%)
Immigrants	O (3 / 8.3%)	O (7 / 19.4%)	O (9 / 25.0%)	O (11 / 30.6%)	O (5 / 13.9%)	(1 / 2.8%)
Family	O (2 / 5.6%)	O (13 / 36.1%)	O (9 / 25.0%)	O (6 / 16.7%)	O (5 / 13.9%)	(1 / 2.8%)
Friends	O (9 / 25.0%)	O (19 / 52.8%)	O (6 / 16.7%)	O (0 / 0.0%)	O (1 / 2.8%)	(1 / 2.8%)
Older classmates	O (6 / 16.7%)	O (13 / 36.1%)	O (12 / 33.3%)	O (0 / 0.0%)	O (4 / 11.1%)	(1 / 2.8%)
Other (please specify): _____	O (0 / 0.0%)	O (0 / 0.0%)	O (0 / 0.0%)	O (0 / 0.0%)	O (0 / 0.0%)	(36 / 100.0%)

3) In your opinion, what are the top **three** risk factors that contribute to the gang/youth problem in your community? (**Check ONLY three**)

- ☐ Poverty (6 / 16.7%)
- ☐ School problems (4 / 11.1%)
- ☐ Negative labeling by teachers (1 / 2.8%)
- ☐ Prior and/or early involvement in delinquency (13 / 36.1%)
- ☐ Association with aggressive peers (9 / 25.0%)
- ☐ Association with peers who engage in delinquency (14 / 38.9%)
- ☐ Neighborhoods in which drugs and firearms are readily available (7 / 19.4%)
- ☐ Gang influence from other communities (10 / 27.8%)
- ☐ Boredom (2 / 5.6%)
- ☐ Family Problems (9 / 25.0%)
- ☐ Lack of activities (5 / 13.9%)
- ☐ Lack of job opportunities (2 / 5.6%)
- ☐ Lack of positive adult influences (11 / 30.6%)
- ☐ Family/friend gang involvement (13 / 36.1%)
- ☐ Need to feel loved, sense of belonging (7 / 19.4%)
- ☐ Other (please specify): _____ (1 / 2.8%)

4) Since the implementation of the Shannon CSI, in your opinion how have gang membership and crime patterns changed in the community that you serve? (**Check all that apply**)

- ☐ Age (older offenders) (3 / 8.3%)
- ☐ Age (younger offenders) (16 / 44.4%)
- ☐ Sex (more male) (4 / 11.1%)
- ☐ Sex (more female) (10 / 27.8%)
- ☐ Type of Crime (more serious) (14 / 38.9%)
- ☐ Type of Crime (less serious) (1 / 2.8%)
- ☐ Offender (more 1st time offenders) (5 / 13.9%)
- ☐ Offender (more repeat offenders) (5 / 13.9%)
- ☐ Place (i.e., more gangs in schools) (8 / 22.2%)
- ☐ They have not changed (9 / 25.0%)
- ☐ Other (please specify): _____ (3 / 8.3%)

5) What types of actions or programs do you believe would best suppress and/or prevent youth/gang crime? (**Check all that apply**)

- ☐ Utilization of a crime analyst (19 / 52.8%)
- ☐ Data driven hot spot patrols (25 / 69.4%)
- ☐ Community policing in neighborhoods with high levels of gang crime (25 / 69.4%)
- ☐ Implementation of a formal procedure or protocol to respond to at-risk or gang-involved youth (22 / 61.1%)
- ☐ Collaboration with street outreach workers (23 / 63.9%)
- ☐ Participation in community-wide meetings to address gang violence (25 / 69.4%)
- ☐ Implementation of directed overtime to investigate gang related crimes (27 / 75.0%)
- ☐ Gang unit within the police department (22 / 61.1%)
- ☐ School resource officer in middle schools (28 / 77.8%)
- ☐ School resource officer in high schools (25 / 69.4%)
- ☐ Gang identification or gang awareness training for community residents (16 / 44.4%)
- ☐ Ride-alongs with outside agencies (e.g., Parole, DYS) (20 / 55.6%)
- ☐ Participation in intelligence sharing with neighboring police departments (25 / 69.4%)
- ☐ Other (please specify): _____ (3 / 8.3%)

Please feel free to provide additional comments about gang-related activity in your community or general comments about this survey below. Additionally, please indicate below if you have any thoughts or suggestions for improving the Shannon CSI quarterly technical assistance meetings.

_____
_____
_____
_____
_____
_____
_____

SECTION 5

Background Information

Please provide the following background information.   All personal identifiers will be kept confidential.

Agency Name: _____

Name: _____

Position or Title: _____

Department or Unit: _____

*Number of officers focusing on gang activity within agency: ____ ____
    * *Report the number of police officers that are trained and work in a Gang Unit funded solely or in part through Shannon   funding.* **EXAMPLE**: *Shannon funding has allowed 12 officers in your department to receive anti-gang training and   now all 12 currently work in the gang unit. The total number of officers in the gang unit is now 30. As only 12 are   Shannon funded, please report 12.*

Years employed in present position: _____   Years employed at current agency: _____

Shannon Site: _____

We may have additional questions after getting your survey back. Please indicate by writing your phone number below that you would be willing to have us contact you with some follow up questions.

Telephone Number: _____

Thank you very much for taking the time to complete this survey. Your responses are very important.

Now that you've finished, there are three options for submitting your answers.
Please return completed survey no later than Friday, November 14, 2008

(1) Submit by mail -   **ATTN: Matthew White**
         Northeastern University
         Center for Criminal Justice Policy Research
         400 Churchill Hall
         Boston, MA 02115-5000

OR

(2) Submit by e-mail -   Save this PDF, attach it to an e-mail, and send it to:
         ma.white@neu.edu

OR

(3) Submit by fax -   **ATTN: Matthew White**
         (617) 373-8998

SHANNON COMMUNITY SAFETY INITIATIVE

$\blacklozenge$ ——————————————————————— $\blacklozenge$

Survey for
SERVICE PROVIDERS

Conducted by:

Northeastern University
Boston, MA 02115
www.irj.neu.edu

Massachusetts Executive Office of Public Safety and Security
Boston, MA 02116
www.mass.gov/eopss

FREQUENTLY ASKED QUESTIONS

Why is this survey being conducted?
This survey is designed to provide information about the impact of the Senator Charles E. Shannon Jr. Community Safety Initiative (Shannon CSI) on participating service providers that are included in the sixteen partnering Shannon collaboratives. The results from the surveys will be included in the second annual Shannon CSI comprehensive report.

What agencies are involved in the survey?
Service providers from 39 cities and towns participating in the Shannon CSI grant throughout Massachusetts.

When is this survey due?
This survey shall be completed and returned no later than **Friday, November 14, 2008**. *Please see the last page which includes different options for returning the completed survey.*

Who should complete the survey?
The survey should be completed by either the agency director or the individual working within your agency who has the most experience working with gang-involved youth.

When did funding for the Shannon CSI begin?
For all sites, funding from the Shannon CSI began August of 2006 *with the exception of Framingham*, which began in September of 2007.

How do you define "Youth" and "At-Risk Youth" in the survey?
For the purposes of this survey, **"Youth"** is defined as anyone between the ages of 12 and 24 years. **"At-Risk Youth"** is defined as youth who are exposed to risk factors that may contribute to their tendency to engage in problem or delinquent behaviors.

Why is your participation important?
We need complete information from a wide range of agencies that have been participating in Shannon CSI in order to accurately begin to assess the impact of Shannon CSI during the first two years of the Shannon CSI grant.

What security and confidentiality protections are in place for this study?
Federal law prohibits us from disclosing any information that could identify any person or agency involved in a case, or any person or agency who responds to this survey. Also, information that could link a specific agency with any data gathered will be accessible only to the researchers, all of whom have signed non-disclosure agreements, as required by federal law. Further, federal law states that information gathered for research studies is immune from legal process, including subpoenas, and may be used for statistical studies only.

Who can we contact for questions or if we want a summary of the survey results?
If you have questions about the survey or would like a summary of the results of the survey, please contact Stephanie Fahy (Northeastern University) at 617-373-2176 (s.fahy@neu.edu) or James Stark (Executive Office of Public Safety and Security) at 617-725-3354 (james.stark@state.ma.us).

SECTION 1

OJJDP Strategies/Agency Type/Risk Factors

The following are the five Strategies in the Comprehensive Gang Model identified by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) identified as best practices to reduce gang violence.

(1) Social intervention programs which can include crisis intervention, treatment for youths and their families, and social service referrals. In many communities this includes using street outreach workers to engage gang-involved youth.

(2) Opportunity provision programs which stress education and job related services as well as developing healthy youth activities. Such programs are thought to be especially important for older gang members who are not in school but may be looking for legitimate opportunities to provide for their family or themselves.

(3) Suppression programs which include law enforcement and criminal justice interventions such as arrest, prosecution, imprisonment, and surveillance.

(4) Community mobilization which focuses on cooperation across agencies to produce better coordination of existing services.

(5) Organizational change in which communities determine which organizations within their community will provide services identified in the other strategy areas and work to ensure resources are provided to the appropriate agencies. In many communities this includes the development of multi-agency strategies such as task forces to address gang problems in a community.

1) Which of the following strategies identified by the OJJDP as best practices to reduce gang violence are being utilized by your agency?
   (Check all that apply)

   ☐ Social intervention programming (74 / 75.5%)
   ☐ Opportunity provision programming (65 / 66.3%)
   ☐ Suppression programs (9 / 9.2%)
   ☐ Community mobilization (48 / 49.0%)
   ☐ Organizational change (23 / 23.5%)

2) In your opinion, what are the top **three** risk factors that contribute to the gang problem in your community?
   (Check ONLY three)

   ☐ Poverty (44 / 44.9%)
   ☐ School problems (17 / 17.3%)
   ☐ Negative labeling by teachers (1 / 1.0%)
   ☐ Prior and/or early involvement in delinquency (17 / 17.3%)
   ☐ Association with aggressive peers (5 / 5.1%)
   ☐ Association with peers who engage in delinquency (19 / 19.4%)
   ☐ Neighborhoods in which drugs and firearms are readily available (27 / 27.6%)
   ☐ Gang influence from other communities (4 / 4.1%)
   ☐ Boredom (6 / 6.1%)
   ☐ Family Problems (19 / 19.4%)
   ☐ Lack of activities (15 / 15.3%)
   ☐ Lack of job opportunities (24 / 24.5%)
   ☐ Lack of positive adult influences (46 / 46.9%)
   ☐ Family/friend gang involvement (27 / 27.6%)
   ☐ Need to feel loved, sense of belonging (25 / 25.5%)
   ☐ Other (please specify): _____ (2 / 2.0%)

3) What types of programs are offered to at-risk youth or gang members by your organization?
    (Check all that apply)

    ☐   Prevention (81 / 82.7%)
    ☐   Intervention (56 / 57.1%)
    ☐   Re-entry (25 / 25.5%)
    ☐   Other (please specify): _____ (12 / 12.2%)

4) Select the label that best describes your organization?

    ○   Faith-based (9 / 9.2%)
    ○   Non-profit (64 / 65.3%)
    ○   Government agency (city/state/federal) (19 / 19.4%)
    ○   Other (please specify):_____ (3 / 3.1%)
        Missing (3 / 3.1%)

5) Does your Shannon CSI funded agency primarily serve at-risk youth, gang members, or both?

    ○   At-risk youth (31 / 31.6%)
    ○   Gang members (3 / 3.1%)
    ○   Both (58 / 59.2%)
    ○   Other_____ (3 / 3.1%)
        Missing (3 / 3.1%)

6) For each year listed below, please indicate the approximate number of individuals who have received
    services through your agency **with funding support from the Shannon CSI** (please count those individuals
    who have received services on multiple occasions only once).

2006	2007	2008
○ None (16 / 16.3%)	○ None (6 / 6.1%)	○ None (1 / 1.0%)
○ 1-5 (1 / 1.0%)	○ 1-5 (1 / 1.0%)	○ 1-5 (3 / 3.1%)
○ 6-10 (5 / 5.1%)	○ 6-10 (1 / 1.0%)	○ 6-10 (1 / 1.0%)
○ 11-25 (15 / 15.3%)	○ 11-25 (16 / 16.3%)	○ 11-25 (16 / 16.3%)
○ 26-49 (8 / 8.2%)	○ 26-49 (16 / 16.3%)	○ 26-49 (18 / 18.4%)
○ 50-99 (16 / 16.3%)	○ 50-99 (18 / 18.4%)	○ 50-99 (19 / 19.4%)
○ 100-249 (7 / 7.1%)	○ 100-249 (14 / 14.3%)	○ 100-249 (15 / 15.3%)
○ 250 and above (12 / 12.2%)	○ 250 and above (18 / 18.4%)	○ 250 and above (21 / 21.4%)
Missing (18 / 18.4%)	Missing (8 / 8.2%)	Missing (4 / 4.1%)

SECTION 2

◆━━━━━━━◆

Overall Preparation for Addressing Gang-Involved Youth

The following questions address overall preparedness for responding to gang-involved youth.

1) Since the implementation of the Shannon CSI, please indicate whether any of the following services or programs have been '*Initiated*' or '*Expanded*' by your agency as a **direct result of funding provided by the Shannon CSI.** You may also indicate if the response is '*Not Applicable*' to your agency by filling in the appropriate bubble.

Service or Program	Initiated	Expanded	N/A	Missing
Crisis intervention/trauma response	O (9 / 9.2%)	O (26 / 26.5%)	O (61 / 62.2%)	(2 / 2.0%)
Referrals to other service agencies	O (17 / 17.3%)	O (71 / 72.4%)	O (8 / 8.2%)	(2 / 2.0%)
Case management	O (11 / 11.2%)	O (44 / 44.9%)	O (37 / 37.8%)	(6 / 6.1%)
Street outreach	O (16 / 16.3%)	O (32 / 32.7%)	O (43 / 43.9%)	(7 / 7.1%)
Substance abuse counseling	O (4 / 4.1%)	O (16 / 16.3%)	O (70 / 71.4%)	(8 / 8.2%)
Mental health counseling	O (4 / 4.1%)	O (21 / 21.4%)	O (63 / 64.3%)	(10 / 10.2%)
Job training	O (10 / 10.2%)	O (46 / 46.9%)	O (34 / 34.7%)	(8 / 8.2%)
Education/Tutoring	O (10 / 10.2%)	O (54 / 55.1%)	O (27 / 27.6%)	(7 / 7.1%)
Employment opportunities	O (12 / 12.2%)	O (54 / 55.1%)	O (24 / 24.5%)	(8 / 8.2%)
Life skills training	O (15 / 15.3%)	O (57 / 58.2%)	O (6 / 6.1%)	(6 / 6.1%)
Mentoring	O (20 / 20.4%)	O (52 / 53.1%)	O (24 / 24.5%)	(2 / 2.0%)
Recreational activities	O (10 / 10.2%)	O (54 / 55.1%)	O (27 / 27.6%)	(7 / 7.1%)
After school activities	O (11 / 11.2%)	O (53 / 54.1%)	O (30 / 30.6%)	(4 / 4.1%)
Other (please specify): _____	O (3 / 3.1%)	O (7 / 7.1%)	O (15 / 15.3%)	(73 / 74.5%)

2) Have Shannon CSI funds been used to train members of your agency on how to identify and/or respond to gang-involved youth?

   O Yes (42 / 42.9%)
   O No (if no, skip to **QUESTION 6**) (54 / 55.1%)
   Missing (2 / 2.0%)

3) Have Shannon CSI funds been used to implement any of the following types of training within your agency?
(Check all that apply)

☐ On-site professional training (26 / 26.5%)
☐ Publications (5 / 5.1%)
☐ Online / web-based training program (1 / 1.0%)
☐ Regional conferences (12 / 12.2%)
☐ National conferences (4 / 4.1%)
☐ Off-site professional training (28 / 28.6%)
☐ Other (please specify): _____ (4 / 4.1%)

4) Approximately how many employees in your agency have received training through Shannon CSI funding?

____ ____ ____

5) What was the source of the training?
(Check all that apply)

☐ Statewide curriculum (2 / 2.0%)
☐ Shannon CSI technical assistance (11 / 11.2%)
☐ Department of Justice (DOJ) curriculum (2 / 2.0%)
☐ Regional Community Policing Institute (RCPI) (4 / 4.1%)
☐ Independent consultant/trainer (17 / 17.3%)
☐ Community-based agency/service provider (34 / 34.7%)
☐ Other (please specify): _____ (10 / 10.2%)

6) Have you or anyone from your agency attended any of the Shannon CSI quarterly technical assistance meetings?

○ Yes (50 / 51.0%)
○ No (if no, please skip to **QUESTION 9**) (43 / 43.9%)
Missing (5 /5.1%)

7) In general, how helpful do you find the Shannon CSI quarterly technical assistance meetings?

○ Very helpful (14 / 14.3%)
○ Helpful (21 / 21.4%)
○ Somewhat helpful (14 / 14.3%)
○ Not helpful (If chosen, please answer **QUESTION 7A**) (0 / 0.0%)
○ N/A (6 / 6.1%)
Missing (43 / 43.9%)

7A) If you did not find the Shannon CSI quarterly technical assistance meetings helpful, please explain how you think they could be improved:

_____
_____
_____
_____

8) Please indicate whether any of the following services were '*Initiated*' or '*Expanded*' by your agency as a **direct result of information provided at the Shannon CSI quarterly technical assistance meetings**. You may also indicate if the response is '*Not Applicable*' to your agency by filling in the appropriate bubble.

Types of Services	Initiated	Expanded	N/A	Missing
Crisis intervention/trauma response	○ (3 / 3.1%)	○ (7 / 7.1%)	○ (43 / 43.9%)	(45 / 45.9%)
Referrals to other service agencies	○ (9 / 9.2%)	○ (20 / 20.4%)	○ (24 / 24.5%)	(45 / 45.9%)
Case management	○ (4 / 4.1%)	○ (15 / 15.3%)	○ (33 / 33.7%)	(46 / 46.9%)
Street outreach	○ (4 / 4.1%)	○ (13 / 13.3%)	○ (35 / 35.7%)	(46 / 46.9%)
Substance abuse counseling	○ (3 / 3.1%)	○ (4 / 4.1%)	○ (44 / 44.9%)	(47 / 48.0%)
Employment opportunities	○ (6 / 6.1%)	○ (18 / 18.4%)	○ (28 / 28.6%)	(46 / 46.9%)
Life skills training	○ (7 / 7.1%)	○ (11 / 11.2%)	○ (35 / 35.7%)	(45 / 45.9%)
Mentoring	○ (6 / 6.1%)	○ (14 / 14.3%)	○ (34 / 34.7%)	(44 / 44.9%)
Collaboration across agencies to coordinate existing services	○ (7 / 7.1%)	○ (30 / 30.6%)	○ (19 / 19.4%)	(42 / 42.9%)
Youth/police dialogues	○ (13 / 13.3%)	○ (16 / 16.3%)	○ (27 / 27.6%)	(42 / 42.9%)
Other (please specify):	○ (1 / 1.0%)	○ (1 / 1.0%)	○ (18 / 18.4%)	(78 / 79.6%)

9) Please indicate how effective your agency finds the following types of services in addressing gang-involved youth. You may also indicate if the response is '*Not Applicable*' to your agency by filling in the appropriate bubble.

Types of Services	Extremely Helpful	Helpful	Somewhat Helpful	Not Helpful	N/A	Missing
Crisis intervention/trauma response	○ (23 / 23.5%)	○ (24 / 24.5%)	○ (9 / 9.2%)	○ (0 / 0%)	○ (39 / 39.8%)	(3 / 3.1%)
Referrals to other service agencies	○ (38 / 38.8%)	○ (38 / 38.8%)	○ (6 / 6.1%)	○ (1 / 1.0%)	○ (10 / 10.2%)	(5 / 5.1%)
Case management	○ (38 / 38.8%)	○ (20 / 20.4%)	○ (8 / 8.2%)	○ (1 / 1.0%)	○ (29 / 29.6%)	(2 / 2.0%)
Street outreach	○ (41 / 41.8%)	○ (19 / 19.4%)	○ (7 / 7.1%)	○ (1 / 1.0%)	○ (28 / 28.6%)	(2 / 2.0%)
Substance abuse counseling	○ (16 / 16.3%)	○ (19 / 19.4%)	○ (15 / 15.3%)	○ (0 / 0.0%)	○ (45 / 45.9%)	(3 / 3.1%)
Employment opportunities	○ (50 / 51.0%)	○ (17 / 17.3%)	○ (11 / 11.2%)	○ (0 / 0.0%)	○ (18 / 18.4%)	(2 / 2.0%)
Life skills training	○ (46 / 46.9%)	○ (23 / 23.5%)	○ (12 / 12.2%)	○ (0 / 0.0%)	○ (15 / 15.3%)	(2 / 2.0%)
Mentoring	○ (46 / 46.9%)	○ (26 / 26.5%)	○ (5 / 5.1%)	○ (0 / 0.0%)	○ (18 / 18.4%)	(3 / 3.1%)
Collaboration across agencies to coordinate existing services	○ (52 / 53.1%)	○ (30 / 30.6%)	○ (6 / 6.1%)	○ (1 / 1.0%)	○ (4 / 4.1%)	(5 / 5.1%)
Youth/police dialogues	○ (37 / 37.8%)	○ (21 / 21.4%)	○ (8 / 8.2%)	○ (6 / 6.1%)	○ (23 / 23.5%)	(3 / 3.1%)
Other (please specify):	○ (4 / 4.1%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (11 / 11.2%)	(83 / 84.7%)

10) Please indicate **how the Shannon CSI has changed the way your agency responds** to gang-involved youth within your community. You may also indicate if you are '*Unsure*' or if the response is '*Not Applicable*' to your agency by filling in the appropriate bubble.

Types of Responses for Addressing Gang-Involved Youth	Increased	Stayed the same	Decreased	Unsure	N/A	Missing
Coordination with other service agencies	O (77 / 78.6%)	O (14 / 14.3%)	O (0 / 0.0%)	O (1 / 1.0%)	O (4 / 4.1%)	(2 / 2.0%)
Collaboration with law enforcement	O (67 / 68.4%)	O (18 / 18.4%)	O (0/ 0.0%)	O (3 / 3.1%)	O (7 / 7.1%)	(3 / 3.1%)
Resources to identify and/or respond to gang-involved youth	O (66 / 67.3%)	O (17 / 17.3%)	O (1 / 1.0%)	O (6 / 6.1%)	O (4 / 4.1%)	(4 / 4.1%)
Street outreach to gang-involved youth	O (46 / 46.9%)	O (16 / 16.3%)	O (1 / 1.0%)	O (6 / 6.1%)	O (28 / 28.6%)	(1 / 1.0%)
Community outreach to identify and help gang-involved youth	O (55 / 56.1%)	O (20 / 20.4%)	O (1 / 1.0%)	O (4 / 4.1%)	O (15 / 15.3%)	(3 / 3.1%)
Programs for gang-involved youth	O (50 / 51.0%)	O (21 / 21.4%)	O (1 / 1.0%)	O (7 / 7.1%)	O (17 / 17.3%)	(2 / 2.0%)
Data collection capability	O (49 / 50.0%)	O (29 / 29.6%)	O (0 / 0.0%)	O (8 / 8.2%)	O (10 / 10.2%)	(2 / 2.0%)
Program evaluation	O (44 / 44.9%)	O (35 / 35.7%)	O (1 / 1.0%)	O (5 / 5.1%)	O (9 / 9.2%)	(4 / 4.1%)
Service provision	O (48 / 49.0%)	O (18 / 18.4%)	O (3 / 3.1%)	O (12 / 12.2%)	O (12 / 12.2%)	(5 / 5.1%)
Other (please specify): _____	O (2 / 2.0%)	O (0 / 0.0%)	O (0 / 0.0%)	O (2 / 2.0%)	O (14 / 14.3%)	(80 / 81.6%)

11) Does your agency currently have a system in place for case management of gang-involved youth served by your agency?

O Yes (45 / 45.9%)
O No (If no, skip to **SECTION 3**) (52 / 53.1%)
Missing (1 / 1.0%)

11A)   Was the system implemented as a result of the funding provided by the Shannon CSI?

O Yes (15 / 15.3%)
O No (29 / 29.6%)
Missing (54 / 55.1)

11B)   What year was the system implemented?

____ ____ ____ ____

◆━━━━━━━━◆

**Community Partners/Collaboration and
Challenges Associated with Identifying and Responding to Gang-Involved Youth**

The following questions address collaborative efforts that are in place to respond to gang-involved youth and the challenges associated with identifying and responding to gang-involved youth.

1) Is your agency part of a Shannon CSI steering committee?
   ○ No (if no, skip to **QUESTION 3**)   (50 / 51.0%)
   ○ Yes (if yes, please indicate which organizations are represented on the steering committee.)   (41 / 41.8%)
   Missing   (7 / 7.1%)

   ☐ Municipal Law Enforcement (29 / 29.6%)   ☐ Service Providers (30 / 30.6%)
   ☐ State Police (4 / 4.1%)   ☐ Politicians (8 / 8.2%)
   ☐ Sheriff's Department (11 / 11.2%)   ☐ Schools (22 / 22.4%)
   ☐ FBI or other federal law enforcement (2 / 2.0%)   ☐ Neighborhood Associations (12 / 12.2%)
   ☐ District/County/State Attorney (13 / 13.3%)   ☐ Government Agencies (17 / 17.3%)
   ☐ Community Organizations (36 / 36.7%)   ☐ Other: _____ (4 / 4.1%)

2) What year did your agency become a member of the Shannon CSI steering committee?

3) **Since the implementation of the Shannon CSI**, please indicate whether your agency's level of involvement with the following groups or organizations has '*Increased*', '*Stayed the same*', or '*Decreased*'. You may also indicate if you are '*Unsure*' or if the response is '*Not Applicable*' to your agency by filling in the appropriate bubble.

Groups/Organizations	Increased	Stayed the same	Decreased	Unsure	N/A	Missing
School resource officers	○ (37 / 37.8%)	○ (32 / 32.7%)	○ (0 / 0.0%)	○ (4 / 4.1%)	○ (18 / 18.4%)	(7 / 7.1%)
School officials	○ (43 / 43.9%)	○ (35 / 35.7%)	○ (0 / 0.0%)	○ (2 / 2.0%)	○ (12 / 12.2%)	(6 / 6.1%)
Parole officers	○ (31 / 31.6%)	○ (27 / 27.6%)	○ (1 / 1.0%)	○ (4 / 4.1%)	○ (27 / 27.6%)	(8 / 8.2%)
Corrections officers	○ (13 / 13.3%)	○ (29 / 29.6%)	○ (1 / 1.0%)	○ (4 / 4.1%)	○ (42 / 42.9%)	(9 / 9.2%)
Probation officers	○ (43 / 43.9%)	○ (28 / 28.6%)	○ (1 / 1.0%)	○ (4 / 4.1%)	○ (17 / 17.3%)	(5 / 5.1%)
Neighborhood block organizations (e.g., Main & Washington Streets)	○ (33 / 33.7%)	○ (28 / 28.6%)	○ (0 / 0.0%)	○ (4 / 4.1%)	○ (26 / 26.5%)	(7 / 7.1%)
Business owners	○ (28 / 28.6%)	○ (39 / 39.8%)	○ (0 / 0.0%)	○ (4 / 4.1%)	○ (20 / 20.4%)	(7 / 7.1%)
Police departments	○ (72 / 73.5%)	○ (16 / 16.3%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (5 / 5.1%)	(5 / 5.1%)
Federal agencies	○ (11 / 11.2%)	○ (36 / 36.7%)	○ (1 / 1.0%)	○ (12 / 12.2%)	○ (29 / 29.6%)	(9 / 9.2%)
Prosecutors	○ (16 / 16.3%)	○ (39 / 39.8%)	○ (1 / 1.0%)	○ (7 / 7.1%)	○ (29 / 29.6%)	(6 / 6.1%)
DYS officials	○ (35 / 35.7%)	○ (38 / 38.8%)	○ (2 / 2.0%)	○ (2 / 2.0%)	○ (16 / 16.3%)	(5 / 5.1%)
DCF officials (Formerly DSS)	○ (35 / 35.7%)	○ (40 / 40.8%)	○ (1 / 1.0%)	○ (3 / 3.1%)	○ (14 / 14.3%)	(5 / 5.1%)
Street outreach workers	○ (56 / 57.1%)	○ (18 / 18.4%)	○ (1 / 1.0%)	○ (2 / 2.0%)	○ (15 / 15.3%)	(6 / 6.1%)
Other service providers	○ (59 / 60.2%)	○ (14 / 14.3%)	○ (3 / 3.1%)	○ (0 / 0.0%)	○ (9 / 9.2%)	(13 / 13.3%)
Other (please specify):	○ (5 / 5.1%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (1 / 1.0%)	○ (13 / 13.3%)	(79 / 80.6%)

4) **Since the implementation of the Shannon CSI**, please indicate whether the following sources for referral of gang-involved youth to your agency has '*Increased*', '*Stayed the Same*', or '*Decreased*'. You may also indicate if you are '*Unsure*' or if the response is '*Not Applicable*' to your agency by filling in the appropriate bubble.

Sources for Referral of Gang-Involved Youth to your Agency	Increased	Stayed the Same	Decreased	Unsure	N/A	Missing
Other service providers	○ (51 / 52.0%)	○ (20 / 20.4%)	○ (1 / 1.0%)	○ (7 / 7.1%)	○ (14 / 14.3%)	(5 / 5.1%)
Members of the community	○ (48 / 49.0%)	○ (22 / 22.4%)	○ (0 / 0.0%)	○ (7 / 7.1%)	○ (17 / 17.3%)	(4 / 4.1%)
Law enforcement	○ (52 / 53.1%)	○ (20 / 20.4%)	○ (0 / 0.0%)	○ (3 / 3.1%)	○ (19 / 19.4%)	(4 / 4.1%)
Media reports	○ (17 / 17.3%)	○ (28 / 28.6%)	○ (3 / 3.1%)	○ (11 / 11.2%)	○ (33 / 33.7%)	(6 / 6.1%)
During the course of providing services to other gang-involved youth	○ (32 / 32.7%)	○ (25 / 25.5%)	○ (0 / 0.0%)	○ (9 / 9.2%)	○ (25 / 25.5%)	(7 / 7.1%)
Schools	○ (45 / 45.9%)	○ (22 / 22.4%)	○ (1 / 1.0%)	○ (7 / 7.1%)	○ (18 / 18.4%)	(5 / 5.1%)
School resource officers	○ (28 / 28.6%)	○ (26 / 26.5%)	○ (2 / 2.0%)	○ (11 / 11.2%)	○ (25 / 25.5%)	(6 / 6.1%)
Street outreach worker(s)	○ (49 / 50.0%)	○ (13 / 13.3%)	○ (3 / 3.1%)	○ (8 / 8.2%)	○ (21 / 21.4%)	(4 / 4.1%)
Other (please specify): _____	○ (5 / 5.1%)	○ (2 / 2.0%)	○ (0/ 0.0%)	○ (3 / 3.1%)	○ (14 / 14.3%)	(74 / 75.5%)

5) Based on your experience, please indicate how serious the following challenges to addressing gang-involved youth are for your agency. You may also indicate if you are '*Unsure*' by filling in the appropriate bubble.

Challenges to Addressing Gang Involved Youth in your Community	Very Serious	Serious	Somewhat Serious	Not Serious	Unsure	Missing
Lack of awareness about gangs within the community that you serve	○ (13 / 13.3%)	○ (27 / 27.6%)	○ (28 / 28.6%)	○ (21 / 21.4%)	○ (3 / 3.1%)	(6 / 6.1%)
Lack of concern about gangs within the community that you serve	○ (12 / 12.2%)	○ (25 / 25.5%)	○ (24 / 24.5%)	○ (28 / 28.6%)	○ (4 / 4.1%)	(5 / 5.1%)
Lack of collaboration with law enforcement to identify and respond to at-risk youth	○ (11 / 11.2%)	○ (22 / 22.4%)	○ (18 / 18.4%)	○ (36 / 36.7%)	○ (6 / 6.1%)	(5 / 5.1%)
Inability to identify the existence of gang members or potential gang members within the community that you serve	○ (14 / 14.3%)	○ (16 / 16.3%)	○ (26 / 26.5%)	○ (29 / 29.6%)	○ (8 / 8.2%)	(5 / 5.1%)
Lack of resources within your agency to identify and respond to at-risk youth	○ (25 / 25.5%)	○ (20 / 20.4%)	○ (21 / 21.4%)	○ (24 / 24.5%)	○ (2 / 2.0%)	(6 / 6.1%)
Reluctance of community members to provide information	○ (23 / 23.5%)	○ (19 / 19.4%)	○ (17 / 17.3%)	○ (20 / 20.4%)	○ (14 / 14.3%)	(5 / 5.1%)
Reluctance of at-risk or gang-involved youth to accept assistance	○ (23 / 23.5%)	○ (26 / 26.5%)	○ (25 / 25.5%)	○ (14 / 14.3%)	○ (5 / 5.1%)	(5 / 5.1%)
Lack of support or concern for at-risk youth by governmental agencies	○ (17 / 17.3%)	○ (21 / 21.4%)	○ (20 / 20.4%)	○ (19 / 19.4%)	○ (14 / 14.3%)	(7 / 7.1%)
Lack of support or concern for at-risk youth by schools	○ (22 / 22.4%)	○ (30 / 30.6%)	○ (20 / 20.4%)	○ (17 / 17.3%)	○ (4 / 4.1%)	(5 / 5.1%)
Other: _____	○ (2 / 2.0%)	○ (2 / 2.0%)	○ (0 / 0.0%)	○ (0 / 0.0%)	○ (7 / 7.1%)	(87 / 88.8%)

77

6) In your opinion, what are the gaps in services to gang-involved youth in your community that should be addressed by the Shannon CSI?
(Check all that apply)

☐ Crisis intervention (36 / 36.7%)
☐ Treatment for youth and their families (56 / 57.1%)
☐ Social service referrals (26 / 26.5%)
☐ Street outreach to gang-involved youth (44 / 44.9%)
☐ Substance abuse counseling (33 / 33.7%)
☐ Job training and education for older gang members (69 / 70.4%)
☐ Employment opportunities for older gang members (77 / 78.6%)
☐ Life skills training (54 / 55.1%)
☐ Mentoring program for gang-involved youth (61 / 62.2%)
☐ Recreational activities for gang-involved youth (52 / 53.1%)
☐ After school programs for gang-involved youth (49 / 50.0%)
☐ Collaboration across agencies to coordinate existing services (52 / 53.1%)
☐ Other (please specify): _____ (5 / 5.1%)

Please feel free to provide additional comments about gang-related activity in your community or general comments about this survey below. Additionally, please indicate below if you have any thoughts or suggestions for improving the Shannon CSI quarterly technical assistance meetings.

_____
_____
_____
_____
_____
_____
_____
_____

SECTION 4

Background Information

Please provide the following background information. All personal identifiers will be kept confidential.

Name: _____

Position or Title: _____

Agency Name: _____

Number of employees at your agency: ____ ____

Please select from the list below any sources of funding support for your agency. **(Check all that apply)**

☐ City/town   ☐ U.S. Department of Health and Human Services
☐ Private Foundation Support   ☐ MA Executive Office of Health and Human Services (e.g., DPH, DMH)
☐ U.S. Department of Justice   ☐ MA Executive Office of Public Safety and Security (e.g., VAWA, Shannon
CSI)
☐ Other: _____

Years employed in present position: ____ ____   Years employed at current agency: ____ ____

Shannon Site: _____

We may have additional questions after getting your survey back. Please indicate by writing your phone number below that you would be willing to have us contact you with some follow up questions.

Telephone Number: _____

Thank you very much for taking the time to complete this survey. Your responses are very important to us.

Now that you've finished, there are three options for submitting your answers.
Please return completed survey no later than Friday, November 14, 2008

(1) Submit by mail -   **ATTN: Matthew White**
                                   Northeastern University
                                   Center for Criminal Justice Policy Research
                                   400 Churchill Hall
                                   Boston, MA 02115-5000

OR

(2) Submit by e-mail -   Save this PDF, attach it to an e-mail, and send it to:
                                   ma.white@neu.edu

OR

(3) Submit by fax -   **ATTN: Matthew White**
                                   (617) 373-8998

APPENDIX E: INTERVIEW PROTOCOL

Steering Committee

Lead question: Can you describe the evolution of your steering committee.
- o   Who took the lead in creating the steering committee?
- o   How were members selected?
- o   Do members have time commitments, or do they come and go?
- o   Do you have a leader/chair?

Lead question: Can you describe how you (as the chair) prepare your steering committee membership for meetings?
- o   Do you prepare an agenda?
- o   If so, who writes it and when is it distributed?

Lead question: Can you talk about what happens at a typical steering committee meeting?
- o   Who leads the meeting?
- o   Are data presented to the committee? If so, from whom?
- o   Do your partners make presentations?

Lead question: Can you talk a bit about the types of decisions made by the steering committee?
- o   Does the steering committee make funding recommendations? If so, what is that process?
- o   Does the steering committee guide program development/strategy focus? If so, by what means?

Lead question: How do you hold steering committee members accountable?
- o   Is their a binding MOU?
- o   If you have conflicts between members, how are they resolved?

Program Director

Describe your role as a Project Director?
- o   How do you communicate with program partners? How often
- o   How do you communicate with EOPSS? How often?
- o   How do you collect data for the quarterly reports?
- o   Do you do site visits?

What are the essential qualities you feel have helped you as your role has evolved?
- o   Familiarity with local agencies?
- o   Understanding of OJJDP model
- o   Ability to coordinate program partners many of whom often have strong personalities/opinions?
- o   Ability to get people on the same page? To meetings?
- o   Understand short term and long term goals?

APPENDIX F: CRIME DATA COLLECTION INSTRUMENT

Department:

Year:

		January	February	March	April	May	June	July	August	September	October	November	December
Incidents	Aggravated Assaults												
	Armed Robberies												
	Robberies												
Arrests (Ages 12-17)	Aggravated Assaults												
	Armed Robberies												
	Robberies												
	Violent Crime												
	Drug Related												
Arrests (Ages 18-24)	Aggravated Assaults												
	Armed Robberies												
	Robberies												
	Violent Crime												
	Drug Related												
Arrests (Ages > 24)	Aggravated Assaults												
	Armed Robberies												
	Robberies												
	Violent Crime												
	Drug Related												
	Shots Fired												